

The Indian Institute of Public Administration

**FIFTEENTH ANNUAL REPORT
1968-69**

*Presented to the Annual Meeting of the
General Body on 25th October, 1969*



INDRAVASTHA ESTATE
RING ROAD
NEW DELHI-1

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THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
FIFTEENTH ANNUAL REPORT
1968-69

This Report covers the activities of the Institute during the financial year April 1968—31st March, 1969. It also contains the audited statement of accounts and the annual balance sheet for the period under review.

I. ORGANISATIONAL MATTERS

Shri Y. B. Chavan, Union Home Minister, was unanimously re-elected President of the Institute for the year 1968-69 at the Fourteenth Annual Meeting of the General Body held on the 28th October, 1968.

In accordance with Rule 14(5) of the Memorandum of Association and Rules of the Institute, biennial elections were held in August-September 1968, to fill eight vacancies in the Executive Council, and the following were elected:

1. Shri H. M. Patel
2. Shri N. H. Atthreya
3. Prof. M. V. Mathur
4. Shri Gopeshwar Nath
5. Prof. Shanti Kothari
6. Shri Bipin Chandra
7. Shri C. M. Trivedi
8. Shri M. K. Chaturvedi

The Executive Council, at its Eightieth meeting held on the 28th October, 1968, re-coopted Shri Asoka Mehta and Shri B. Venkatappiah, as members for a further period of one year.

Three vacancies in the Executive Committee remained unfilled. The Council re-elected unanimously Shri Asoka Mehta as its Chairman.

The Executive Council re-elected Dr. P. B. Gajendragadkar, Shri Gurukh Nihal Singh, Shri C. Subramaniam, Dr. C. D. Deshmukh, Dr. A. N. Jha, as Vice-Presidents for a further term of two years and elected Shri C. N. Annadurai as Vice-President for the same period. Shri D. L. Mazumdar was unanimously re-elected Honorary Treasurer for a term of two years.

The Executive Council appointed the following members to constitute the Standing Committee:

1. Shri Asoka Mehta (*Chairman*)
2. Prof. Shanti Kothari
3. Prof. M. V. Mathur
4. Shri H. M. Patel
5. Shri D. L. Mazumdar
6. Shri V. T. Dehejia
7. Dr. P. S. Lokanathan
8. Shri Bipin Chandra
9. Dr. J. N. Khosla (*Secretary & Director*)

The detailed composition of the Executive Council and its Committees is at Appendix I.

Demise of Shri C. N. Annadurai

During the year under report, the Institute suffered an irreparable loss in the passing away, on February 3, 1969, of Shri C. N. Annadurai, Chief Minister of Tamil Nadu, and Vice-President of the Institute. The members of the staff of the Institute met on February 3, 1969, to condole Shri Annadurai's demise. The Executive Council at its meeting held on April 12, 1969, placed on record its deep sense of sorrow at his passing away and observed silence for two minutes as a mark of respect to his memory.

MEMBERSHIP

During the year under review, 422 were admitted to the membership of the Institute (Ordinary 355, Corporate 30, Life 2,

Associate 35); 18 Ordinary Members compounded their subscription for Life Membership; and 27 Ordinary and 3 Corporate Members resigned from the membership. Twelve members were re-admitted. Five Ordinary Members ceased to be members of the Institute on account of their death.

Names of 241 Ordinary Members were removed from the list of members for non-payment of dues for over two years, after repeated efforts to persuade them to pay the arrears having proved infructuous.

The total membership of the Institute as on March 31, 1969, was as follows:

Ordinary	1441
Corporate	186
Life	216
				<hr/>
				1843

(These figures do not include paid Associate Members, whose number stood at 45 at the end of March 1969.)

The number of Ordinary Members, who were in arrear as on April 1, 1969, was 782. Of these 169 had not paid their subscription for 2 years.

Fourteenth Annual Meeting of the General Body

The Fourteenth Annual Meeting of the General Body of the Institute was held on Monday, October 28, 1968. Shri Y. B. Chavan, Union Home Minister and the President of the Institute, presided.

II. ACTIVITIES OF THE INSTITUTE

1. RESEARCH

Appointment of the Research Council

The Research Council (called Academic Council by the Evaluation Committee), on the lines suggested by the Implementation Committee, has been set up in March 1969, to help the Director and the Faculty in the planning and organisation of research work of the Institute.

The Research Council consists of:

Chairman: Director, IIPA

Outside Expert Members

1. Shri B. C. Mathur
2. Prof. M. V. Mathur
3. Dr. P. S. Lokanathan
4. Shri I. G. Patel
5. Shri D. L. Mazumdar
6. Shri N. K. Mukarji

Faculty Representatives

1. Prof. N. Srinivasan
2. Prof. V. Jagannadham
3. Prof. H. K. Paranjape
4. Prof. G. Mukharji
5. Dr. M. J. K. Thavaraj
6. Dr. S. R. Maheshwari
7. Shri V. S. Desikachari
8. Shri K. N. Butani, Director, IAMR, as honorary director of the case programme

Specialised Areas Represented

Development Administration
Citizen Administration
Planning Machinery and Process
Municipal Administration
Financial Control & Budgeting
Organisation & Methods
Consultancy Unit
Case Studies

Establishment of the Specialised Units

During the year under report, the following specialised units were established:

<i>Specialised Area</i>	<i>Head of Unit</i>
1. Development Administration	Prof. N. Srinivasan
2. Citizen Administration	Prof. V. Jagannadham
3. Planning	Prof. H. K. Paranjape
4. Municipal Administration	Prof. G. Mukharji

5. Budgeting & Financial Control	Dr. M. J. K. Thavaraj
6. Organisation & Management	Dr. S. R. Maheshwari
7. Science and Government	Shri Ved Prakash
8. Consultancy Unit	Shri V. S. Desikachari
9. Case Unit	Shri K. N. Butani, Director, I.A.M.R., as honorary director of the case programme

The staffing pattern of these units is given in Appendix III.

The research effort of the Institute during the year was mainly concentrated on the studies taken up by it to assist the Administrative Reforms Commission in its work. Mention was made in the last Annual Report that sixteen studies (including four taken up under the ARC Grant) were completed as on October 1, 1968, and the reports were made available to the Commission.

The following studies, taken up on behalf of or for ARC under the Special Ford Foundation Schemes, have been completed.

<i>Name of the Study</i>	<i>Directing Staff</i>
1. Studies on Planning [Formulation of the erstwhile Fourth Five Year Plan (1963-66) and Implementation of ARC's Recommendation on Machinery of Planning]	Prof. H. K. Paranjape
2. Bureaucracy and Development Administration in India	Dr. V. A. Pai Panandikar, Officer on Special Duty, Ministry of Finance, Government of India
3. Problems of Pricing and Budgeting in Public Enterprises	Dr. G. P. Keshava
4. Secrecy of Official Documents	Prof. G. Mukharji
5. Working of the Scientists Pool	Shri Ved Prakash and Shri S. Rajaraman

6. Scientific Research Institutions under the Government of India Shri Ved Prakash

In addition, 11 more *case* studies on selected aspects of administrative process and change have also been completed. They are as follows:

1. The Location of the Synthetic Drugs at Hyderabad

2. The Phasing of Nagarjunasagar Project

3. The Dry Dock at Vishakhapatnam

4. Production in Hindustan Photo Films Manufacturing Co. Ltd.

5. Bank Finance to Small Scale Industry

6. Transfer and Expansion of the Foundry and Forge Division of the Praga Tools Ltd.

7. Enhancement of Fares by Andhra Pradesh State Road Transport Corporation.

8. Regional Languages and Agriculture in I.C.S./I.A.S. Examinations Syllabus

9. Provincial Selection Committees—How they came and vanished

10. Of viva-voce: 1921-1958

11. Expansion of Agricultural Education in Maharashtra

by
Institute of Public Enterprises,
Hyderabad

by
Dr. B. D. Sharma, Deputy Secretary, Administrative Reforms Commission

by
Shri P. K. Kathpalia, Deputy Secretary, Administrative Reforms Commission

The following four research studies are nearing completion:

1. "Recruitment and Promotion in Atomic Energy Commission" by Dr. Jitendra Singh, Member of Directing Staff, Administrative Staff College, Hyderabad (The first draft of the report is ready).
2. "Hospital Administration and the Citizens" by Dr. J. N. Khosla, Director, IIPA; Prof. D. Anand, Professor of Social and Preventive Medicine, Lady Hardinge Medical College, New Delhi; and Shri Ved Prakash of IIPA.
3. "Administrative Leadership at the Level of Secretaries and Heads of Executive Departments in States" by Shri B. S. Narula, Special Assistant to Chairman, Administrative Reforms Commission. (The report is under preparation. It is meant for use by the ARC in its report on State Level Administration).
4. "Administrative Growth with special reference to Development Administration" by Prof. B. B. Misra, Head of the Department of History, University of Delhi.
(Collection of data from the National Archives and other sources has been completed and the drafting of the report is being taken up).

The following research projects were also taken up/continued during the year under report:

1. Voting Behaviour in 1967 General Elections (completed).
2. Working of the Building Department of the Delhi Municipal Corporation (assigned by the Ministry of Home Affairs) (completed).
3. Working of the Assessment Department of the Delhi Municipal Corporation (completed—the report is under preparation).
4. Organisation of the Government of India (revised edition—nearing completion).
5. Depth Study of Experience in Preparing Five Year Plans (in progress).
6. State-Local Relations in Municipal Administration (in progress).

7. Public Investment in India (in progress).
8. Inventories of Land of Operative Builders in Urban Agglomerations (in progress).
9. Research Project on "Cost Behaviour and Price Policy of Public Enterprises" (sponsored by the Research Programmes Committee of the Planning Commission in progress).

The Municipal Centre initially directed its attention towards the collection of basic and primary materials on municipal government and administration. A series of handy brochures containing statistical data and other relevant information on municipal areas has been planned. One brochure entitled 'Our Towns' has since been published. The second publication in this series will be on "Provision of Educational and Recreational Facilities by Urban Local Bodies". For this a simple but comprehensive questionnaire has already been sent to all urban local bodies in the country, with a population exceeding 20,000. The work is expected to be published soon.

A selected bibliography on municipal government and administration has been prepared for circulation among the municipal authorities.

The Institute's staff, in addition to the research and training assignments, were engaged in writing a number of papers and articles and participating in the work of several committees and conferences. Details in regard to the academic contribution of the staff of the Institute during the year are given in Appendix IV.

RESEARCH FELLOWSHIPS

During the year the following research fellowships were awarded for carrying out specific research projects:

Senior Research Fellowship

Shri S. S. Kshirsagar

Managerial Personnel in Public Sector Undertakings—A Study of their attitudes and motivation

Research Fellowships

Shri V. S. Sisodia

Executive Development Programme in a Public Undertaking

—A Study of the Marketing Division in the Indian Oil Corporation

Smt. Usha Banerjee

Social Service Administration of an Urban Metropolis

The following Research Fellows continued for the second year:

Senior Research Fellowships

Dr. K. V. Narayana Rao

The Andhra Pradesh Regional Committee

Shri V. M. Kulkarni

Social Welfare and its Administration (An Indian Case Study)

The research fellowships awarded to Shri K. S. R. N. Sarma, Shri D. N. Jha, Shri H. N. Agarwal and Shri P. D. Gogoi expired on June 14, 1968, August 18, 1968, February 20, 1969 and March 13, 1969 respectively.

Shri S. P. Singh who was a Research Fellow during 1964-65 has since been awarded the Ph.D. degree of the University of Bihar for his thesis on "Centre-State Relations in Agricultural Development (1950—65)".

2. CONSULTANCY

The Ford Foundation has sanctioned in August 1968 a three-year grant of \$ 2,51,000 to the IIPA for strengthening of the Institute's research, training and consultancy activities.

The Executive Council of the Institute set up in August 1968 a special sub-committee to go into the various problems concerning development of consultancy services. This sub-committee consists of Shri D. L. Mazumdar, Shri N. K. Mukarji, Shri N. H. Atthreya and Director of the Institute.

In order to distinguish consultancy as an activity and further to provide a distinct organisational base for its development, it has been decided to set up a new and separate consultancy wing in the Institute. It would, however, be open to the existing members of the academic faculty of the Institute to take up consultancy work in their areas of specialisation. The present plan is to develop

specialised competence in the following areas for purposes of consultancy: (i) organisation; (ii) financial administration and control; (iii) work study, O & M and systems and procedures; (iv) mathematical aids like operational research; (v) personnel, (vi) industrial administration; and (vii) administration of scientific and research institutions. The staffing pattern of the consultancy wing will consist of *one* senior consultant, *two* middle-level consultants and *seven* analysts. Action is underway to fill up these posts.

Consultancy Work so far Undertaken

During June 1968 to January 1969 the Institute undertook by way of a pilot project a consultancy assignment for about Rs. $1\frac{1}{2}$ lakhs on position classification of Indian employees serving in U.S. Mission and its offices in India. This was successfully completed.

The Institute has undertaken an Organisational and Management Survey for the Department of Tourism (Ministry of Civil Aviation and Tourism).

3. TRAINING

A number of short-term courses were organised by the Institute during the year as part of the Executive Development Programme. These courses were organised by the Institute on behalf of the Training Division of the Ministry of Home Affairs. We are very grateful to the Ministry of Home Affairs, Government of India, for their encouragement and financial support which made it possible for us to organise these courses. Our thanks are specially due to Shri B. C. Mathur, Director of Training and Joint Secretary in the Ministry of Home Affairs, for his valuable guidance and keen interest in the programme. A brief resume of the programmes is given below:

First and Second Courses in Budgeting and Financial Control (April 18—May 2, 1968 and September 16—October 5, 1968).

The courses were organised in the areas of budgetary reforms and new techniques of budgeting comprising an evaluation of the

current budgetary practices in terms of policy formulation, implementation and financial control with a view to identifying problem areas and appraising attempted solutions. The participants were afforded an opportunity to reflect upon the adequacy of the existing machinery and procedures to cope up with the management of the ever increasing developmental responsibilities so as to enable them to synthesize their practical operational experiences with new approaches and ways of dealing with budgetary and financial problems in the field of development.

Dr. M. J. K. Thavaraj, Reader in Economic Policy and Administration, was the Director of the Course and Shri K. L. Handa, Lecturer, was the Training Associate.

The first course was inaugurated by Shri K. C. Pant, the then Minister of State in the Ministry of Finance, Government of India, on April 18, 1968. Twenty-eight officers corresponding broadly to the level of Deputy Secretary to the Government of India and equivalent ranks in the State Governments, Union Territories and public sector undertakings participated in the course. The concluding session of the course was addressed by Shri K. Hanumanthaiya, Chairman, Administrative Reforms Commission on May 2, 1968.

The second course was inaugurated by Dr. V.K.R.V. Rao, the then Minister of Transport and Shipping, Government of India, on September 16, 1968. Twenty-six officers of the level as mentioned in the first course participated in the second course. The concluding session of the course was addressed by Shri B. Venkattappiah, Member, Planning Commission, on October 5, 1968.

First Course in Problems and Techniques in Plan Formulation at the State Level (April 3—17, 1968).

The main objective of the course was to initiate a process of discussion on the scope and limitations of the planning efforts now being undertaken by the States and to consider improvements in the methodology of the State planning and the role of the Central, State and lower level planning agencies in the preparation of development plans.

Dr. S. K. Goyal, Senior Research Associate was the programme

Director. Shri G. R. Dawar was the Programme Associate. Eighteen officers of the rank of Deputy Secretary to the Government of India and equivalent ranks in the State Governments and Union Territories participated in the course.

First Course in Economic Decision-Making (June 3—15, 1968).

The purpose of the course was (*i*) to increase the awareness of the officers regarding some of the basic tools and policy approaches to economic decision-making; (*ii*) to expose them to some of the new methods and techniques, especially those which have been developed and tried in modern business organisations; and (*iii*) to improve their understanding of the process and problems of economic decision-making through discussions with other participating officers and with other experienced persons.

Dr. H. K. Paranjape, Professor of Economic Policy and Administration was the Programme Director and Shri R. C. Mascarenhas, Research Officer, was the Training Associate.

The Course was held at the National Academy of Administration, Mussoorie. The participants in the Course were officers of the level of Joint Secretary or Directors at the Centre and equivalent levels in States and Public Enterprises. Fourteen officers participated in the programme.

Second and Third Courses in Social Welfare Administration (August 28—September 12, 1968, and January 13—28, 1969).

The aim of the course was to bring together senior officers in strategic positions with varied experience so that an opportunity could be afforded to them to reflect upon the adequacy of the existing programmes and procedures and to cope up with the ever-increasing developmental responsibilities. The Course also attempted a re-orientation of the thinking of the participating officers in terms of new techniques and methods which might help them in achieving better planning and execution of new programmes in the field of social welfare administration.

Prof. V. Jagannadham, Professor of Sociology and Social Administration, was the Director of Training Course. Shri V. M. Kulkarni, Senior Research Fellow was the Training

Associate for the Second Course and Shri N. S. Bakshi was the Training Associate for the Third Course. Kumari Vageswari was the Research Associate for the Second Course.

The second course was inaugurated by Shri V. K. R. Menon, formerly Director of the International Labour Office, India Branch on August 26, 1968. The course was attended by 16 officers corresponding to the level of Deputy Secretary to the Government of India and equivalent ranks in the State Governments, Union territories and Public Sector Undertakings. The concluding session of the course was addressed by Dr. (Smt.) Phulrenu Guha, Minister of State for Social Welfare, Government of India, on September 12, 1968.

The third course was inaugurated by Shri Asoka Mehta, Member of Parliament, on January 13, 1969. Fifteen officers of the same level as in the second course participated in the course. The concluding session was addressed by Dr. J. N. Khosla, Director of the Institute on January 28, 1969.

First and Second Orientation Courses in Performance Budgeting (September 2—7, 1968 and October 29—November 4, 1968).

The basic objectives of the courses were to familiarise the Internal Financial Advisers, Deputy Secretaries and Under Secretaries, engaged in the budgetary, finance and accounting work in the various departments and ministries in the Government of India with the conceptual framework of Performance Budgeting with all its ramifications comprising classification of expenditure, design of yardsticks of measurement, reporting, review, etc. The participants were also afforded an opportunity to work on practical exercises in converting budgets from conventional to performance types.

Dr. M. J. K. Thavaraj, Reader in Economic Policy and Administration was the Director of the courses. Shri K. L. Handa was the Training Associate and Shri S. Satyamurthy the Research Associate.

The first course was inaugurated by Shri T. P. Singh, Finance Secretary, Government of India, on September 2, 1968. Forty-four officers from the Central Ministries/Departments, Union

territories and public sector undertakings participated in the course. The concluding session was addressed by Shri D. S. Joshi, the then Cabinet Secretary, Government of India, on September 7, 1968.

The second course was inaugurated by Shri B. Sivaraman, the then Secretary, Department of Agriculture, Ministry of Food, Agriculture, Community Development and Cooperation, Government of India, on October 29, 1968. Forty officers from the organisations as referred above participated in this course. The concluding session was addressed by Shri R. C. Dutt, the then Secretary, Ministry of Tourism and Civil Aviation, Government of India.

Second General Course in Development Administration (February 28—March 15, 1969)

The aim of the course was to acquaint administrators at the middle and senior levels with the more recent advances in the social sciences applicable to decision-making in the new context of administration and with the tools and techniques of management developed by management science. The subject matter of the course had been designed on the assumption that, in order to achieve the rapid development of the country, it was necessary to direct our efforts primarily to economic development and to concentrate on the building up of industry and the improvement of agriculture. The theme of the course was to study the administrative side of planning and executing development programmes. The subjects chosen were from three broad areas, namely : (1) Economic Aspects of Development; (2) Administrative Aspects of Development; and (3) Modern Tools of Management.

Prof. N. Srinivasan was the Director of Training Course. Dr. S. P. Verma was the Training Associate. Smt. M. Lakshmiswaramma was Research Assistant.

The course was inaugurated by Shri K. C. Pant, Minister of Steel and Heavy Engineering, Government of India, on February 28, 1969. Thirty officers corresponding broadly to the level of Deputy Secretary to the Government of India and equivalent ranks in the State Governments and Union territories participated in the course. The concluding session was addressed by Shri B. Sivaraman, Cabinet Secretary, on March 13, 1969.

Ninth Appreciation Course on Techniques of Administrative Improvement (July 29—September 28, 1968)

This course was organised by the Institute on behalf of the Department of Administrative Reforms of the Ministry of Home Affairs.

The course was intended for officers at the level of Deputy and Under Secretaries in the Central Ministries and officers of equivalent ranks in the Secretaries and Districts in the States as well as from public sector undertakings and also for officers of specialised services like engineering, forestry, police, finance, etc. The course was designed to facilitate a better appreciation of the practical problems and need of administrative reforms at all levels of administration. In more specific terms, the objectives of the course were four-fold, namely, to enable the participants to : (1) organise and programme administrative reforms; (2) execute these programmes; (3) guide others in the execution of the programmes; and (4) conduct training programmes. Emphasis was laid on the orientation of the officers in the practical application and use of administrative techniques in fulfilling these tasks as well as to provide guidance to others engaged in the implementation of similar programmes. Dr. S. R. Maheshwari was the Director of the Course.

The course was inaugurated by Dr. A. N. Jha, Lt. Governor, Delhi, on July 29, 1968. Sixteen officers from State Governments, Union territories, Central Ministries and Public Sector Undertakings participated in the course.

The concluding session of the course was addressed by Shri R. K. Khadilkar, Deputy Speaker, Lok Sabha on September 28, 1968.

We are happy to mention here that the Institution of Work Study (India) had decided to exempt the successful participants of the Appreciation Courses from the graduateship examination for admission to the membership of that professional body.

First Specialist Course on Advanced Work Study (November 18—December 14, 1968)

An Evaluation Committee was constituted in 1967, under the

chairmanship of Brig. K. Pennathur, to assess the Appreciation Courses on Techniques of Administrative Improvement organised by the Institute on behalf of the Department of Administrative Reforms of the Ministry of Home Affairs. A major recommendation of the Committee was with regard to the development of advanced courses on specialised subjects. A beginning in this direction was made with a Specialist Course on Advanced Work Study of four weeks sponsored by the Department of Administrative Reforms.

This Specialist Course provided an intensive grounding in the theory and practical application of Work Study to administrative problems in our country. The objective of the course was to enable the participants to acquire knowledge in depth of the various techniques of Work Study, followed by guided practical exercises to enable them to solve administrative problems. The course attempted, in brief, to impart professional training in the use of new tools and techniques of management in the field of public administration. The admission to the course was open to all those who had successfully completed the Appreciation Courses on Techniques of Administrative Improvement, which had been designed to serve as a foundation for advanced training in specialised subjects like Advanced Work Study, etc.

Dr. S. R. Maheshwari was the Director of the Course and Shri K. Sadasivan Nair was the Programme Associate. The course commenced on November 18, 1968 and concluded on December 14, 1968. Sixteen officers from Central and State Governments, Public Sector Undertakings participated in the course.

Training Course in Survey Research Methods (May 3—June 14, 1968).

Though facilities exist for sample surveys on demographic and economic topics, it was felt that the capability was rather inadequate for research in depth on attitudes and social behaviour affecting public administration. With a view to bridging this gap, the Institute had organised an eight-week training programme on Survey Research Methods during March-May, 1965, for university teachers and research workers in the field of public administration and allied disciplines. The present course which was of

six weeks' duration and second in the series was organised in response to the keen interest evinced by several universities in this area. The main objective of the course was to familiarise the participants with the research methods for collecting facts in a systematic manner and assessing them objectively so as to provide a more accurate base for (1) planning the country's development programmes; (2) assessing the strengths and weaknesses in the administrative machinery for development; and (3) increasing public participation in the development process.

The traditional method of training in the form of lectures was supplemented by a demonstration survey in Delhi. The participants were required to carry out all the stages of a full scale survey. As part of the course, each participant was also required to write a critical review of a published survey research report.

Special lectures by outstanding people in the fields of Community Development, Family Planning, Industrial Relations, Evaluation Studies, Census Studies etc., were also arranged so as to bring out the problems faced by researchers in applying survey research techniques in different fields of study.

Dr. A. P. Barnabas, Reader in Sociology and Social Administration was the Director of the programme and Shri S. Satyamurthi was the Research Associate.

The course was inaugurated by Prof. M. V. Mathur, the then Vice-Chancellor, Rajasthan University, on May 3, 1968. Twenty-one research workers were deputed by the Universities of Andhra, Delhi, Jammu & Kashmir, Kerala, Lucknow, Punjab, Rajasthan and Saugar. Two research scholars from the Department of Administrative Reforms of the Ministry of Home Affairs, one from the Institute of Applied Manpower Research and one from IIPA also participated in the course. The concluding session was addressed by Dr. P. J. Philip, Secretary, University Grants Commission, on June 14, 1968.

Training Courses for Municipal Employees

During the period under review, the Centre for Training & Research in Municipal Administration organised three training courses for the municipal executive and technical officers.

(i) *1st Course in Municipal Administration* (April 29—June 7, 1968).

The first course during the year under review was attended by twenty-three municipal officers from various parts of the country.

(ii) *2nd Course in Municipal Administration* (August 19—September 28, 1968)

The second course was attended by thirty-three municipal officers, which included one participant from Malaysia.

(iii) *3rd Course in Municipal Administration* (January 27—March 1, 1969)

The third course was attended by thirty-two municipal officers, which included two participants from Thailand, one from Ceylon and one from South-Vietnam.

4. SEMINARS AND CONFERENCES

(i) *Workshop on Planning* (May 19 - 21, 1968)

One of the main recommendations of the Administrative Reforms Commission in its final Report on the Machinery for Planning related to the machinery and procedures for Planning at the State level. The Institute had been closely associated with the work of administrative reforms and particularly with the various studies initiated by the Administrative Reforms Commission. As a part of the Institute's efforts to contribute to the implementation of the proposals made by the ARC, a Workshop on Planning at the State level was organised from May 19 to 21, 1968, with a view to exploring the best ways in which the recommendations made by the ARC in respect of Planning at the State level could be implemented.

Prof. H. K. Paranjape was the Director of the Workshop.

The workshop was inaugurated by Shri Morarji R. Desai, the then Deputy Prime Minister and Finance Minister, on May 19, 1968. The concluding session was addressed by Shri Asoka Mehta, the then Union Minister of Petroleum & Chemicals and Social

Welfare. Excepting three States, namely, Assam, Gujarat and Maharashtra, all the other States had sent their senior officers—Planning and Finance Secretaries and Development Commissioners for participation in the workshop. In addition to the members and senior officers of the Planning Commission, some officials of the Union Ministries and a few academic experts also participated. In all 37 persons participated in the workshop.

(ii) *Seminar on Applied Sociology (September 28-29, 1968)*

The Seminar on Applied Sociology was organised jointly by the Delhi Sociological Association and the Indian Institute of Public Administration on September 28 and 29, 1968. The object of the Seminar was to focus attention upon the role of sociologists in the field of public administration upon the contribution of Sociology to different fields of administration such as community development, family planning, public health, etc. The Seminar was inaugurated by Dr. D. S. Kothari, Chairman, University Grants Commission on September 28, 1968.

Dr. A. P. Barnabas was the Director of the Seminar.

(iii) *Conference on Training (February 24-25, 1969)*

On behalf of the Training Division of the Ministry of Home Affairs, Government of India, the Institute organised a Conference on Training on February 24 and 25, 1969.

The Conference was attended by Directors of Training Institutions and training coordinators of various Ministries and Departments of the Government of India and State Governments and some representatives of training institutions, and other experts in the field of training.

The aim of the Conference was to bring together various persons concerned with training for an exchange of ideas on training matters and to devise means to ensure that the existing training facilities in various institutions are utilised fully and that training of personnel in various Departments and in training institutions is not neglected. The Conference discussed such

important problems as:

- (i) Identification of training needs in various Government Departments;
- (ii) Fulfilment of training needs;
- (iii) Evaluation of training programmes and training methods;
- (iv) Training of trainers; and
- (v) Common problems of training institutions.

The Conference was inaugurated by Shri Y. B. Chavan, Union Home Minister, on February 24, 1969. About 90 officers from the Central Ministries/Departments, State Governments, Union Territories, public and private sector undertakings and others interested in training participated in the Conference. The concluding session was addressed by Shri L. P. Singh, Home Secretary, Government of India, on February 25, 1969.

(iv) Twelfth Annual Conference

The Twelfth Annual Conference of the Members of the Institute was held on Sunday, October 27, 1968, under the chairmanship of Shri B. D. Nag Chaudhuri, Member, Planning Commission. The subject of discussion at the Conference was "Urbanization and Urban Development".

* * *

During the period under review, the Centre for Training and Research in Municipal Administration organised a Conference (April 4, 1968) on "Training and Research Needs in Municipal Administration". The participants included representatives of selected municipalities and corporations, senior officers dealing with municipal government from selected States and Union Territories and academicians from a few Universities. The Conference discussed in detail the training and research needs and provided guidance to the Centre in regard to its functions.

Besides, the Centre conducted a few Seminars on important topics significant for municipal administration. The first Seminar was held on the subject of "Five Year Municipal Development Plans" (April 11-12, 1968). About twenty-seven councillors from various urban local bodies in the country participated, besides experts and academicians.

The second Seminar, held on November 29 and 30, 1968, was on the subject of "Administration of the Urban Fringe". It was attended by twenty-two councillors from different parts of the country and some experts in the field.

The third Seminar was organised on March 11 and 12, 1969 to discuss problems relating to "Building Bye-laws, Zoning and Sub-division Regulations and their Impact on House-Building". Twenty-eight participants from various local bodies in the country including a number of experts took part in the deliberations.

The fourth Seminar on "Decentralisation of Functions of Municipal Corporation" was sponsored by the Delhi Municipal Corporation and was held with the assistance of the Centre in the Institute on March 21 and 22, 1969.

5. LECTURES AND DISTINGUISHED VISITORS

The following public lectures were delivered during the year under the auspices of the Institute:

Date	Speaker	Chairman	Subject
November 25, 1968	Dr. Karan Singh, Minister of Tourism & Civil Aviation, Government of India.	Shri K. Hanumanthaia, Chairman, Administrative Reforms Commission.	The New Dimensions of Tourism and its Administration.
February 3, 1969	Lord Fulton, Chairman, British Council.	Shri K. Hanumanthaia, Chairman, Administrative Reforms Commission.	Some Aspects of the problems of Administrative Reforms.

Among the distinguished visitors to the Institute during the year, who addressed the Staff of the Institute and other invitees, mention may be made of the following:

1. Dr. E. H. Edwards, Vice-Chancellor of the Technological University at Bradford, England.
2. Dr. Fred Fieldler, Director, Group Effectiveness Laboratory, University of Illinois, U.S.A.
3. Dr. Maddathir Abdul Rahim, Dean of Faculty of Political Science, Khartoum University.
4. Mr. Francis X. Sutton, Deputy Vice-President for International Division, Ford Foundation, New York.

5. Dr. Everett Kleinjans, Chancellor, East West Center, Hawaii.
6. Dr. Walter Frese, Professor of Financial Management, Harvard Business School, U.S.A.
7. Mr. Henry Shelton Wanasinghe, Director, Ceylon Civil Service Academy.
8. Dr. Adul Wichienchareoen, Professor and Director of Social Planning, Asian Institute of Economic Planning, Bangkok.
9. Dean Stephen Bailey of the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, U.S.A.
10. Mr. S. O. Adebo, Executive Director of the United Nations Institute for Training and Research.
11. Dr. Abdel Neguid El Abd, Head of Centre Training Organization (U.A.R.), Cairo.
12. Dr. Clovis Maksoud, Former Arab League Ambassador to India and Editor, Al Ahram, Cairo, UAR.
13. Dean Alen K. Campbell, Maxwell Graduate School of Citizenship & Public Affairs, Syracuse University, U.S.A.

VISITORS FROM ABROAD

At the request of the Ministry of Finance, Department of Economic Affairs, Government of India, Mr. E. K. Minta, Director (Designate) of Studies, Ghana Administrative Staff College, Accra, Ghana, was granted facilities to study and observe the working of the Indian Institute of Public Administration. Similar facilities were also extended to Mr. Lixit Modenimnuual, an officer of the Government of Thailand, at the request of the Secretariat Training School, Ministry of Home Affairs, Government of India.

FACILITIES PROVIDED FOR FOREIGN SCHOLARS FOR RESEARCH IN THE INSTITUTE

The Institute continued its programme of offering facilities to foreign scholars for their research work. The following

scholars were enrolled during the year under report :

1. Dr. Warren Frederick Ilchman (Associate Professor of Public Administration, California University)
2. Mr. William Parkes Rilly, Registered Student, Department of Political Science, University of California Berkeley, California, U.S.A.
3. Mr. Ronald J. Maduro (under the auspices of the foreign area, fellowship of the Joint Committee of the Social Sciences Research Council and the American Council of Learned Societies, U.S.A.)

6. PUBLICATIONS

- (A) IIPA NEWSLETTER (MONTHLY)
- (B) PUBLIC ADMINISTRATION ABSTRACTS & INDEX OF ARTICLES (QUARTERLY)
- (C) THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION (QUARTERLY)

All the above three periodicals were regularly published.

A Special number (July-September 1968, Vol. XIV, No. 3) of the Indian Journal of Public Administration on "Urbanisation and Urban Development" was brought out with the active co-operation of the Municipal Centre on the eve of the Annual Meeting of the General Body held on October 28, 1968. Copies of the Special number can be had at Rs. 15 each.

Shri L. P. Singh, Union Home Secretary, continued to be the Editor of the Journal.

The names of the Editorial Board of the Journal are at Appendix II

Preliminary work for the publication of the Municipal Centre's quarterly Journal on municipal affairs was undertaken during the period under review. The first issue of the Journal is expected to come out in October 1969.

(D) BOOKS AND MONOGRAPHS

The Framing of India's Constitution (5 volumes) edited by B. Shiva Rao

The then President of India, late Dr. Zakir Husain, formally

released "The Framing of India's Constitution"—the five volume publication of the Institute, on November 26, 1968, at a ceremony held in the Ashoka Hall of the Rashtrapati Bhavan. Shri Y. B. Chavan, Union Home Minister and President of the Institute, briefly traced the history of the project. Present on the occasion were a number of distinguished citizens, Members of Parliament, diplomats, and high officials of the Government of India.

In his speech the Rashtrapati observed: "The documents published in these Volumes make available for the first time to students of the Indian Constitution, a large mass of authentic literature contained in memoranda, notes, committee proceedings, and comments which the Assembly and its Committees had before them in formulating their decisions". He described the work as "an achievement of great importance" and congratulated the Editor, and other members of the Committee "who undertook this monumental task on behalf of the Indian Institute of Public Administration".

The Director of the Institute, Dr. J. N. Khosla, while proposing a vote of thanks, expressed the hope "that the publication of these Volumes will serve as an incentive for further research in the actual working of India's Constitution since it came into force in 1950, and for an intensive study of the various forces now at work in our federal polity".

Other Publications

1. Relations Between Politicians and Administrators at the District Level by Shanti Kothari & Ramashray Roy.
2. Citizen, Administration and Lokpal by V. Jagannadham and H. R. Makhija.
3. Citizens' Grievances and Administration by A. P. Barnabas.
4. Social Change in a North Indian Village by A. P. Barnabas.
5. Administration of Government Industries—Three Essays on Public Corporation by R. S. Arora.
6. State Directorates of Municipal Administration—An Overview by M. Bhattacharya.

7. Voluntary Action in a Developing Society by V. M. Kulkarni.
8. Readings in the Operational Problems of Public Enterprises by G. P. Keshava.
9. Five Year Municipal Development Plans by R. S. Gupta.
10. Agricultural Administration in India Edited by N. Srinivasan.
11. Proceedings of the Conference on Training held on February 24 and 25, 1969 at the IIPA.

Books Under Print

1. Organisation of the Government of Uttar Pradesh by M. Zaheer & J. Gupta.
2. Administering Agricultural Development by Donald C. Pelz & A. P. Barnabas.
3. Bureaucracy-at-Work by V. Jagannadham.

7. LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 4,159 volumes, bringing the total number on March 31, 1969 to 90,184 volumes of books, public documents, periodicals and newspapers.

Thirteen new periodicals were added during the year. The number of periodicals received at the close of the year thus stood at 490. The Gazette of India and the Gazettes of all States continued to be received. Fourteen Indian and four foreign newspapers were received during the year.

Library facilities were availed of by about 2,000 persons including (members, Institute Staff, Short-term Courses participants, and other individuals by special permission). The number of volumes loaned out was over 10,000. Inter-library loans during the year involved 66 libraries and Government Departments, with 360 volumes loaned out and 45 volumes borrowed from other libraries.

Like the previous year the Library also provided reference and bibliographical service in connection with the work of the

Administrative Reforms Commission and Ford Foundation Projects. Twenty-eight bibliographies were prepared during the year.

The half-yearly list of additions to the Library during the year continued to be prepared.

The collection at the Library of the Centre for Training & Research in Municipal Administration continued to increase in number. During the year, 219 volumes were purchased and 132 were received gratis. The number of volumes at the close of the year stood at 1,822. The Library also subscribes to 7 Journals.

In addition to using the facilities of the main library of the IIPA, the Municipal Centre has built up an exclusive library on municipal government and administration. The total number of books is about 2,000 besides reports and documents, as on March 31, 1969.

8. OTHER ACTIVITIES

(A) PARTICIPATION IN INTERNATIONAL CONFERENCES

At the invitation of the Eastern Regional Organization for Public Administration (EROPA), Dr. J. N. Khosla, Director of the Institute, attended the 5th General Assembly and 12th and 13th Executive Council Meeting of EROPA, from June 19 to 27, 1968 at Kuala Lumpur, Malaysia. During his tour, Dr. Khosla visited the Public Administration Institute at Singapore and Bangkok, and other organisations carrying on work in this area of research.

Dr. Khosla participated in an Inter-Regional Seminar at Geneva organised by the Public Administration Division of the United Nations from August 19 to 29, 1968. The Seminar dealt with "The Development of Senior Administrators in the Public Service of Developing Countries".

Dr. Khosla and Shri N. K. Mukarji, Joint Secretary, Department of Administrative Reforms, attended the XIVth Congress of the International Institute of Administrative Sciences, held at Dublin from September 2 to 7, 1968.

At the invitation of African Training and Research Centre in

Administration for Development, Dr. Khosla attended the Conference of Directors of African Schools and Institutes of Public Administration, held at Tanjier (Morocco) from December 12 to 17, 1968.

Prof. V. Jagannadham, Professor of Social Administration, was invited to attend the Eighth International Congress of Public and Cooperative Economy, held at Leige (Belgium), October 14 to 17, 1968. While abroad, he delivered the 16th Convocation Address at the Institute of Social Studies, the Hague, October 10, 1968. He offered three seminars on Society and Bureaucracy in the Institute of Social Studies, at the Hague, and three seminars at the Department of Social Administration in the University Colleges of Swansea, Wales (England) on "Social Policy and Administration under the Indian Plans".

Prof. H. K. Paranjape represented the IIPA at a Conference of the Directors of Economic Development Training Institutes in Tokyo, Japan, March 11 to 18, 1969.

(B) IIPA ESSAY COMPETITION

Fifteen essays were received for the IIPA Essay Competition 1968.

The Committee of Judges appointed to adjudge the essays did not consider any of the essays deserving the award of the first prize. It recommended the award of 2 prizes of Rs. 500 each for the best essays received. The following competitors were awarded prizes:

<i>Name of the Recipient</i>	<i>Amount of the Award</i>
1. Shri P. J. Vernekar, Research Associate, Planning Unit, IIPA, New Delhi, for his essay on "Integration Planning and Budgeting".	Rs. 500
2. Shri Narayan Janardan Joshi, c/o C.T.R. Manufacturing Industries Ltd., Nagar Road, Poona, for his essay on "Public Administration and Science of Management".	Rs. 500

The following subjects have been selected for IIPA Essay

Competition for 1969:

1. Union-State Financial Relations;
2. Economic Development and Administrative Change;
3. Performance Appraisal in Public Service; and
4. All India Services in Union-State Relationship.

9. PERSONNEL MATTERS

The list of the Senior Staff members of the Institute is given at Appendix III.

Prof. N. Srinivasan who retired from the service of the Institute on December 31, 1968, has been re-employed for a period of one year from January 1, 1969.

Shri K. N. Butani, who was the Project Director, Case Studies Programme left the service of the Institute on August 1, 1968, and joined the I.A.M.R. as its Director.

Dr. A. P. Barnabas, Reader of Sociology and Social Administration proceeded on extra-ordinary leave for the period from December 29, 1968 to December 31, 1970, on his appointment with the Food & Agricultural Organization of the United Nations as Rural Institutions Officer (Rural Sociology) in Afghanistan.

Dr. Ajit M. Banerjee, Reader in Public Administration, has been granted extension of extra-ordinary leave till December 31, 1969, concurrently with his appointment as Regional Adviser on Public Administration under the United Nations Economic Commission for Asia and the Far East at Bangkok.

Prof. V. Jagannadham, Professor of Sociology and Social Administration has been appointed to be In-charge of the activities of the Office of Training.

Shri B. S. Narula, Assistant Editor, Indian Journal of Public Administration, Secretary to Director, and Secretary, Committee on Case Studies, continued as Special Assistant to the Chairman, ARC. He, however, continued to hold the charge of Assistant Editor of Indian Journal of Public Administration and to assist the Director, IIPA, generally.

Shri P. Prabhakaran, Administrative Assistant to the Principal on foreign service with the IIPA, has joined his parent organisation (Ministry of Home Affairs, Government of India) on the expiry of his term of deputation.

Shri A. P. Agarwal, Deputy Librarian, retired from the service of the Institute on completion of 60 years of age on July 19, 1968. Shri R. N. Sharma, Senior Assistant Librarian in the Institute was appointed as Deputy Librarian *vice* Shri Agarwal.

FOREIGN CONSULTANTS

In its research, consulting and training assignments, the IIPA was provided by the Ford Foundation with the services of Mr. Ross Pollock as a full-time consultant. He has worked closely with the new consultant team on its contracts, both in training team members and advising on its operations. He has lectured in officer training courses, has helped staff members to develop course outlines and to find materials for training. He has prepared research notes for use in the IIPA's other activities and carried other assignments for the Director on request.

VISITING PROFESSORS

Prof. Shanti Kothari, M.P., continued as Visiting Professor in Applied Administration during the year 1968-69.

III. REGIONAL AND LOCAL BRANCHES

At its meeting, held on the October 27, 1968, the Executive Council constituted a Committee on Regional and Local Branches to make detailed recommendations for re-activisation of Regional and Local Branches and the assistance to be rendered to them by the Institute.

The Committee consists of:

1. Shri H. M. Patel and Dr. K. N. V. Sastri	Representing the Executive Council.
2. Prof. H. K. Paranjape	Representing the Institute's Faculty.

3. Secretaries of the Regional Branch of Maharashtra, Mysore, Madras and U.P.
4. Director (Convener)

The Committee has since made several recommendations for improving the associational activities of the Institute in States. These include the following:

1. The Institute should maintain a regular contact with the State Governments with a view to getting assignments and financial support for its Branches. The Institute should seek the advice of the Chief Ministers and Chief Secretaries of the States on matters relating to the organisation of the Branches and for finding persons with initiative and drive to whom the affairs of the Branches could be entrusted.
2. The Institute should encourage the Regional Branches to organise seminars and conferences on regional basis by rotation. It should send members of its own staff and foreign visitors to the Institute to deliver talks at the Branches.
3. The Institute should consider the proposal to sanction a matching grant to the Regional Branches for development. In addition, it should provide funds up to Rs. 5,000 for research studies (and their publication) taken up with the approval of the Institute.
4. The Regional and Local Branches should undertake research studies on State and local administrative problems. The Institute should provide adequate financial support for publication of these studies provided they are of good standard.
5. The Institute should publish an information folder giving detailed account of the objectives and activities of the Institute and its Branches. The Folder should be widely circulated through the Branches of the Institute.
6. The Institute should organise some of the training programmes meant for middle and lower level civil servants at the regional centres with the assistance of its Regional Branches.

There was no change in the number of Regional and Local Branches of the Institute, as on March 31, 1969. They are 12 and 8 respectively.

The Punjab Regional Branch of the Institute which was set up at Chandigarh in 1965, has now three partners—the States of Punjab and Haryana, and the Union Territory of Chandigarh participating in it. This transformation of the branch is the result of the reorganisation of the erstwhile State of Punjab. A decision to this effect was taken at the Annual Meeting of the Branch held on September 5, 1968.

A financial assistance of Rs. 39,047 was given to the Regional and Local Branches during the year. This included the one-fourth share of the subscriptions of members of the Branches.

The details regarding the office-bearers of the Regional and Local Branches are at Appendix V.

Gujarat Regional Branch

Shri P. G. Mavalankar, Director of Harold Laski Institute of Political Science, Ahmedabad, addressed a meeting of the Gujarat Regional Branch on May 17, 1968. The subject of his talk was "Some Impressions of my visit to Singapore, Malaysia and Thailand".

Kerala Regional Branch

The Branch organised a talk by Prof. Warren F. Ilchman, University of California, Berkeley on "Unproductive Study of Productivity". The Branch also deputed two representatives to participate in the inter-branch Seminar held at Madras in December 1968.

Madras Regional Branch

The Madras Regional Branch of the IIPA organised a two-day seminar on August 9 and 10, 1968, in Rajaji Hall, Madras. The topic for discussion at the Seminar was "Public Grievances". The participants of the Seminar were middle level officers having direct contact with the field. Four I.A.S. Officers including two District Collectors, two Police Officers, one officer each from the

various Development Departments, two M.L.As., two M.L.Cs., one Municipal Chairman and one Panchayat Union Chairman and three representatives from the private sector attended the Seminar. One representative from the Mysore Regional Branch also participated. The participants had an opportunity to meet and discuss number of suggestions aimed at not only reducing public grievances promptly but also preventing them.

The late Chief Minister of Tamil Nadu, Shri C. N. Annadurai, inaugurated the Seminar.

Messers P. A. Menon, I.C.S. (Retd.), *S. R. Kaiwar*, I.C.S., First Member of the Board of Revenue, and *J. Sivamandam*, I.A.S., Chairman, Madras Public Service Commission, presided over the three general sessions of the Seminar. *Shri C. A. Ramakrishnan*, I.C.S., Chairman of the Branch and Chief Secretary to the Government, and *Shri K. Santhanam* addressed the valedictory session.

The proceedings of the seminar are being printed. The Branch also organised an inter-branch Seminar on December 21 and 22, 1968. Prof. V. Jagannadham and Dr. K. N. V. Sastri attended the Seminar on behalf of the IIPA.

The subjects for discussion for the Inter-Branch Seminar were:

(1) Methods of assessment of the performance of employees—a perspective discussion in the light of Government and Private Sector Procedures; and (2) Redressal of Public Grievances.

The Seminar was inaugurated by Sardar Ujjal Singh, Governor of Tamil Nadu, on December 21, 1968.

The valedictory address was delivered by Justice Veera Sami, Judge of the Tamil Nadu, High Court.

The proceedings of the Seminar are being published.

On January 28, 1969, the Branch, in cooperation with the Indian Civil and Administrative Association, organised a lecture by Lord Fulton. After the talk, a lively discussion followed.

The Branch has planned to undertake research studies on the

following topics:

1. A comparative study of office procedures in Governmental, semi-Governmental and private undertakings;
2. A study of the various reports on public administration, published in India and abroad;
3. The Implementation of Government Orders in Tamil Nadu;
4. Welfare Administration of Madras City Corporation; and
5. The Organisation of the Government of Tamil Nadu.

Maharashtra Regional Branch

The Report of the field study on the "Enquiry into the Operational Difficulties of Small Scale Industries" which the Maharashtra Regional Branch undertook last year has been completed and a summary of the Report is under preparation.

The Branch organised the following lectures during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
8.5.1968	Shri Yogendra Nath Raj.	"Civil Defence as a subject of importance for all times."
16.1.1969	Shri N. S. Pardasani, Secretary to Government of Maharashtra, Irrigation and Power Department.	"The Fulton Committee Report Proposals for the Reorientation of the British Civil Service."
30.1.1969	Prof. Warren Ilchman, Prof. of Political Science, University of California.	"The Unproductive Study of Productivity."
12.3.1969	Shri R. S. Bhatt, Chairman, Unit Trust of India.	"Trend in the Capital Market."

Mysore Regional Branch

The Branch organised the following lectures during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
14.5.1968	Dr. P. R. Brahmananda, Professor of Economics, University of Bombay.	"Issues of the Fourth Five Year Plan—Appraisal of the Planning."

23.8.1968 Shri B. Venkatappiah,
Member, Planning Com-
mission, New Delhi. "District Development
and District Administra-
tion" (The proceed-
ings of the Lecture have
since been published).

The proceedings of the Seminar on "Administration for Increased Productivity in Agriculture and Industry" which this Branch organised during August-September 1966 have been published in the form of a booklet.

The study of the organisation of the Government of Mysore is in its final stages.

The Branch sent a delegation to participate in the Regional Seminars held at Madras in August and December 1968.

Pondicherry Regional Branch

A mention was made in the last annual report about the formation of the Pondicherry Regional Branch. The Pondicherry Regional Branch was inaugurated on September 27, 1968, by Shri S. L. Silam, the Lt. Governor of Pondicherry.

The Pondicherry Regional Branch brings out a bulletin periodically. The bulletin is for exchanging thoughts and views, disseminating news of administrative importance, carrying home important principles of Public Administration and lastly providing humour.

The branch organised the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
28.10.1968	Smt. J. Anjani Dayanand, Chief Secretary of Pon- dicherry and Chairman of the Pondicherry Re- gional Branch.	"Administration : Its Meaning and Purpose."
6.11.1968	Shri R. C. S. Sarkar, Member, Union Public Service Commission, New Delhi.	"Role of Government Departments in Legislative Process."

27.12.1968 Dr. M. S. Adeshaiah, "International Civil Deputy Director-General, Service." UNESCO, Paris.

The Pondicherry Regional Branch also organised a discussion on "An Efficient Officer is not Popular" during the year. It was attended by members as well as special invitees. Shri G. Sundaram, Secretary to the Government of Pondicherry presided.

Punjab, Haryana and Chandigarh Regional Branch

The Punjab, Haryana and Chandigarh Regional Branch of the Institute organised a one-day seminar on March 29, 1969. The subject for discussion at the Seminar was "Problems of Urbanisation with special reference to Punjab, Haryana and Delhi". More than 45 participants representing the Town & Country Planning Organisations and Local Bodies in the region and the Local Self-Government Departments of the Punjab and Haryana Governments and the Chandigarh Administration took part. Prof. G. Mukharji, Director, Centre for Training & Research in Municipal Administration of the IIPA also participated in the Seminar. Seven talks were also arranged by the Branch during the year.

Ajmer Local Branch

The Ajmer Local Branch is engaged on a research project on "Morale, Motivation and Attitudes of Civil servants towards their work at the District and Tehsil levels in Ajmer district". The main purpose of the study is to find out the manner in which the government is operated to redress public grievances of all kinds. The Branch organised the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
25.8.1968	Prof. Shanti Kothari, M.P. and Visiting Professor, IIPA, New Delhi.	"Politicians and Administrators at the District Level."
14.12.1968	Smt. Tarkeshwari Sinha	"A Minister and his Responsibilities."
8.2.1968	Shri Anand Narain Mulla, M.P.	"The Rising Spiral of Crime."

The Ajmer Local Branch organised a seminar on "Centre-State Relations" on March 16, 1969. Shri Sardar Singh, District and Sessions Judge, Ajmer, led the discussion.

Nagpur Local Branch

The Nagpur Local Branch arranged a discussion meeting on February 11, 1969, at which Shri V. S. Murti, Reader in Public Administration, Nagpur University, read a paper on "Ideology in Administration: A case study of Employees' State Insurance Corporation."

Poona Local Branch

The following lectures were arranged by the Poona Local Branch:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
30.8.1968	Dr. N. R. Inamdar, Reader in Public Administration, University of Poona.	"Administrative Reforms in Maharashtra."
6.9.1968	Shri P. R. Dubhashi, Director, Mehta National Institute of Cooperative Management, Poona and Hon. Secretary of the Poona Local Branch.	"Administrative Reforms in India."
15.1.1969	Shri B. A. Kulkarni, Commissioner, Poona Municipal Corporation.	"Urban Development Administration."
13.2.1969	Shri P. R. Dubhashi.	"Civil Service Reforms in Britain."

IV. FINANCE AND ACCOUNTS

Grants from the Government of India

The Institute received from the Government of India during the year under report a grant of Rs. 9,90,000 for meeting the

recurring expenditure. Grants-in-aid of Rs. 1,90,000 and Rs. 1,50,000 for the Centre for Training & Research in Municipal Administration and for the Executive Development Programme respectively were received during the year, exclusive of the balances of unspent grant amounting to Rs. 1,061 and Rs. 18,676 respectively which were brought forward from the previous year. Sums of Rs. 5,000 and Rs. 16,000 against the sanctioned grants of Rs. 17,900 and Rs. 33,075 for the studies "Inventories of Land of Operative Builders in Urban Agglomerations" and "Price Policy and Cost Behaviour in Public Enterprises", respectively, were received during the year, and the balances are expected during the current year from the Government. Further receipts from the Government as detailed in Schedule 'A' to Appendix VIII were against the grants sanctioned in the previous years.

The major payments from out of the recurring grant from the Government for the Institute only were on the following items:

	Rs.
Establishment	6,81,423
Fellowships	48,913
Publications	80,084
Library (Books, Periodicals and Equipment)	68,630
Office Expenses, Services & Supplies, Contingencies & Miscellaneous	1,27,016
Building Maintenance, Taxes, Electricity & Water Charges	1,25,079
Contribution to Branches	29,442

Expenditure against the other major grants mentioned above was as under:

	Rs.
Centre for Training & Research in Municipal Administration	1,88,195
Executive Development Programme	1,22,500

The unspent balances of these two grants for the year under report will be carried to the current year.

Ford Foundation Grants

The position as on March 31, 1968, of the various Ford Foundation grants was as under:

Ford Foundation Grant I:

The accounts of the grant were closed during the year.

Ford Foundation Grant II:

Out of the credit balance of Rs. 13,207 carried forward only Rs. 7,969 were spent during the year under report, as the balance is being carried forward.

Ford Foundation Grants III & IV:

A credit balance of Rs. 1,08,608 from the previous year in respect of the III Ford Foundation Grant for ARC work was brought forward. In addition, a sum of Rs. 3,78,296 (Rs. 2,43,296 being the last instalment of the III Grant plus Rs. 1,35,000 being part of the IV Grant of against \$2,51,000 for a three-year grant for the development of faculty and consultancy services) was received during the year. The balance from Grant IV will be paid by the Ford Foundation in quarterly instalments in the coming years.

Expenditure incurred during the year out of these grants amounted to Rs. 2,72,870, out of which a sum of Rs. 16,016 will be set off against the Grant IV.

Contract with American Embassy

Against the Contract for Rs. 1,50,000 signed during the year for undertaking Consultancy assignment on position classification of Indian employees serving in U.S. Mission and its offices in India, a sum of Rs. 1,30,000 was received during the year. Expenditure incurred during the year was Rs. 1,13,964.12.

Total Payments

Total payments on account of all the activities of the Institute during the year under review, including the payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and the Government of India,

were Rs. 22,08,062.68 excluding closing cash and bank balances, vide Receipt & Payment Account, Income & Expenditure Account and the Balance Sheet, given in Appendices VI, VII and VIII respectively.

M/s. S. Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute during the year under report.

Budget Estimates for 1969-70

The Budget Estimates for 1969-70 are given in Appendix IX.

V. CONCLUSION

The year under review marked a significant orientation of the Institute's activities towards operational problems of administration. This change, however, has still to be consolidated by developing enhanced competence of a foundational character for research, training and consultancy in public administration. As it would be noticed, the Institute's research work for the Administrative Reforms Commission has been of importance not only to the Commission but to the academic institutions as well. Some of the studies made for the ARC have been published: some others are in the process of revision for publication and a few are still continuing. The Institute's contribution to the work of the Reforms Commission has been emphasised in the reports of the Task Forces of the Commission and the Commission's own reports. The Institute's Case Studies have provided the ARC and its study teams with basic material for a better understanding of the administrative processes in the changing economic and social conditions of the country. The case studies also constitute useful indigenous training material for civil service training programmes in the Institute and sister institutions.

The Executive Development Training Programme which was in an experimental stage during the last year has been strengthened during this year with additional courses under grant from the Training Division of the Ministry of Home Affairs. It is also proposed to organise seminars and courses for Training of Trainers in the near future. It is to be hoped that as the Government goes ahead to implement the appropriate recommendations of the Administrative Reforms Commission, the Institute would be called

upon to undertake additional training and research in the years to come. Bearing these future responsibilities in mind, the Institute is taking steps to strengthen its research, training and consultancy personnel. We are grateful to the Government for the enhanced grant that they gave us during the year.

In pursuance of the recommendations of the Implementation Committee, a Research Council has been constituted recently. It includes outside experts besides the senior faculty members of the Institute. The academic faculty has been reorganised into specialised units. An attempt is under way to evolve an Activity Budget for the Institute with the object of putting the limited resources at the disposal of the Institute to their optimum use.

The Institute is indebted to the Government of India and its various Ministries for the financial support and encouragement received from them. The Institute is also thankful to the Ford Foundation for the financial support for certain activities of the Institute. The Institute's thanks are also due to several people in various walks of life, different Government agencies and Government officials at different levels for the help and advice given by them from time to time and their participation in the activities of the Institute.

APPENDIX I

THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

PATRON

Dr. S. Radhakrishnan
Formerly President of India

EXECUTIVE COUNCIL
(As on July 31, 1969)

President

Shri Y. B. Chavan
Union Home Minister

Chairman, Executive Council

Shri Asoka Mehta Formerly Union Minister of Petroleum & Chemicals and Social Welfare.

Vice-Presidents

Dr. P. B. Gajendragadkar Vice-Chancellor, University of Bombay.

Shri Gurmukh Nihal Singh Formerly Governor of Rajasthan.

Dr. C. D. Deshmukh Formerly Vice-Chancellor, University of Delhi.

Dr. A. N. Jha Lt. Governor, Union Territory of Delhi.

Shri C. Subramaniam Formerly Union Minister for Food, Agriculture, Community Development and Cooperation.

Honorary Treasurer

Shri D. L. Mazumdar Formerly Director, India International Centre, New Delhi.

Elected Members

Shri N. H. Athreya	Director, Modern Management Counsel, Management Consultants, Bombay.
Dr. A. Avasthi	Professor of Political Science, University of Saugar, Sagar.
Shri Bipin Chandra	Branch Financial Controller, Indian Oil Corporation Ltd. (Marketing Division), New Delhi.
Shri M. K. Chaturvedi	Deputy Director (Training), Ministry of Home Affairs, New Delhi.
Shri V. T. Dehejia	Formerly Chairman, State Bank of India.
Shri M. V. Desai	Adviser (PIP), Planning Commission.
Shri Gopeshwar Nath	Chief Welfare Officer, Ministry of Home Affairs, Government of India.
Shri V. S. Hejmadi	Formerly Chairman, Union Public Service Commission.
Prof. Shanti Kothari	Member, Rajya Sabha.
Dr. P. S. Lokanathan	Formerly Director-General, National Council of Applied Economic Research.
Prof. M. V. Mathur	Director, Asian Institute of Educational Planning and Administration, New Delhi.
Shri N. K. Mukarji	Joint Secretary, Department of Administrative Reforms, Ministry of Home Affairs.
Shri H. M. Patel	Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Shri K. L. Rathee	Formerly Commissioner, Municipal Corporation of Delhi.
Dr. K. N. V. Sastri	Retired Professor, Mysore University.

Shri C. M. Trivedi

Formerly Member, Planning Commission.

Co-opted Member

Shri B. Venkatappiah

Member, Planning Commission.

Ex-Officio Member & Secretary

Dr. J. N. Khosla

Director, Indian Institute of Public Administration.

Standing Committee

Shri Asoka Mehta

Prof. M. V. Mathur

Shri Bipin Chandra

Shri D. L. Mazumdar

Prof. Shanti Kothari

Shri H. M. Patel

Shri V. T. Dehejia

Dr. P. S. Lokanathan

Dr. J. N. Khosla

LIBRARY COMMITTEE

Members of the Executive Council nominated by it

Shri N. H. Athreya

Director, Modern Management Counsel, Management Consultants, Bombay.

Shri M. V. Desai

Adviser (PIP), Planning Commission, New Delhi.

Ex-officio Members

Dr. J. N. Khosla

Director, IIPA

Librarian and Reference Officer, IIPA

*Members of the Faculty nominated by the Chairman
of the Executive Council*

Prof. N. Srinivasan

Professor of Political Science, IIPA.

Dr. H. K. Paranjape

Professor of Economic Policy and Administration, IIPA.

BUILDING ADVISORY COMMITTEE

Chairman

Shri D. L. Mazumdar

Formerly Director, India International Centre, New Delhi.

Members

Shri M. L. Nanda

Engineer-in-Chief, C.P.W.D., Government of India.

Shri K. N. Butani*

Chief Architect, C.P.W.D.

Financial Adviser, C.P.W.D.

Dr. J. N. Khosla

Director, Institute of Applied Manpower Research, New Delhi.

Director, IIPA

*Only for business relating to the Institute's building for the Institute of Applied Manpower Research.

APPENDIX II

THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

Editor

Shri L. P. Singh **Home Secretary, Government of India.**

Editorial Board

Dr. J. N. Khosla **Director, Indian Institute of Public Administration.**

Prof. S. V. Kogekar Member, Forward Markets Commission, Bombay.

Prof. M. V. Mathur Director, Asian Institute of Educational Planning and Administration, New Delhi.

Prof. K. N. V. Sastri Retired Professor, Mysore University.

Shri S. L. Shakdher Secretary, Lok Sabha.

Assistant Editor

Shri B. S. Narula

APPENDIX III

STAFF OF THE SPECIALISED UNITS AND THE NAMES OF SENIOR ADMINISTRATIVE STAFF MEMBERS OF THE INSTITUTE

(*As on July 31, 1969)

Dr. J. N. Khosla	Director
1. DEVELOPMENT ADMINISTRATION UNIT	
Prof. N. Srinivasan	Professor of Political Science
Smt. M. Lakshmiswaramma	Research Assistant
2. CITIZEN ADMINISTRATION UNIT	
Prof. V. Jagannadham	Professor of Social Policy and Administration.
Shri N. K. N. Iyengar	Lecturer
3. PLANNING UNIT	
Prof. H. K. Paranjape	Professor of Planning Machinery and Process
Dr. S. K. Goyal	Senior Research Associate
Dr. P. J. Vernekar	Training Associate
Shri G. R. Dawar	Research Assistant
4. MUNICIPAL ADMINISTRATION UNIT	
Prof. G. Mukharji	Professor of Municipal Administration and Director, Centre for Training & Research in Municipal Administration.
Shri A. Datta	Reader in Municipal Administration
Shri M. Bhattacharya	Lecturer

*The position represents as on July 31, 1969, and not as on March 31, 1969.

Dr. B. D. Raheja	Lecturer
Shri R. S. Gupta	Lecturer
Shri P. V. Rao	Statistician
Miss Shanta Kohli	Research Assistant

5. CONSULTANCY UNIT

Shri V. S. Desikachari	Consultant
Dr. S. P. Verma	Research Associate
Shri S. R. Bhardwaj	Senior Analyst
Shri B. C. Bhasin	Analyst
Shri R. B. Puri	Analyst

6. BUDGETING AND FINANCIAL CONTROL UNIT

Dr. M. J. K. Thavaraj	Reader in Financial Control and Budgeting
Shri K. L. Handa	Lecturer
Shri K. B. Iyer	Training Associate
Shri M. V. Naryana Murthy	Training Associate

Shri K. S. N. Sarma Statistical Assistant

7. ORGANISATION AND MANAGEMENT UNIT

Dr. S. R. Maheshwari	Reader in Organisation & Methods
Shri K. Sadasivan Nair	Research Assistant

8. SCIENCE & GOVERNMENT UNIT

Shri Ved Prakash	Lecturer
Miss Rita Hore	Research Assistant

SENIOR ADMINISTRATIVE STAFF

Shri B. S. Narula	Secretary to Director, Assistant Editor, IJPA, and Secretary, Committee on Case Studies.
Shri R. G. Mulgund	Administrative Officer
Shri R. N. Sharma	Deputy Librarian
Shri V. Ramakrishnan	Superintendent (Office of Training)
Shri J. N. Bahl	Superintendent (Accounts)
Shri S. K. Kohli	Superintendent (Administration)

APPENDIX IV

RESEARCH PROJECTS UNDERTAKEN AND OTHER MAJOR ACADEMIC CONTRIBU- TIONS MADE BY THE STAFF OF THE INSTITUTE

1. Dr. J. N. Khosla
 - “Administrative Reforms in India” (A paper prepared for the Fifth General Assembly of EROPA, held at Kuala Lumpur from June 19 to 27, 1968.)
 - “Methods and Techniques for Training of Senior Administrators” (A paper prepared for the U.N. Seminar on the Development of Senior Administrators in the Public Services of Developing Countries, held in Geneva, from August 19 to 29, 1968.)
 - “The Administrative Reforms: Its Tasks” (A paper prepared for the Conference of Directors of African Schools and Institutes of Public Administration, held at Tangier (Morocco) from December 12 to 17, 1968.)
 - Delivered three lectures at outside organisations one each at: Indian Council of Cultural Relations, New Delhi; Punjabi University, Patiala; IIPA Regional Branch, Chandigarh.
2. Prof. N. Srinivasan
 - “The Indian Voter” (A study of the General Elections—assigned by the Research Programmes Committee

of the Planning Commission—report submitted.)

- “Agricultural Administration in India” (Edited—since published). Papers on “Municipal Functions” and “The Reconstruction of Local Government” presented at a Seminar held at Hyderabad.
- Paper on “Union-State Relations” in Agricultural Development—for the forthcoming Centre-State Relations Conventions.
- Contributed an article “The Growth of Indian Bureaucracy” in Link Special Number-1968. “The Future of the Public Services in India”.
- Indian and Foreign Review.
A review of Empirical Surveys of Rural Local Government in India (in preparation).
- “Indian Federalism” (in progress).
- Delivered lectures on “Development Administration”, Democracy in Municipal Bodies, Political Development, etc.

3. Prof. V. Jagannadham —“Assessment Department of the Delhi Municipal Corporation” (Jointly with Shri N. S. Bakshi—study assigned by the Ministry of Home Affairs—report completed.)

- “Citizen, Administration and Lok Pal” (Jointly with Shri H. R. Makhija) (Published).
- Written 8 articles including “Planning for House Management Personnel—A Perspective” for a Seminar on Housing Management

by the School of Planning and Architecture and "Gandhi and Political Democracy" and "Gandhi and Social Democracy" for a Seminar by the All India Panchayati Parishad.

- Delivered a number of lectures/talks at the Institute of Constitutional and Parliamentary Studies, Lucknow University, etc.
- Gave Three Seminars in the Institute of Social Studies, the Hague, and three Seminars in the Swansea School of Social Administration.
- Participated in a number of Seminars and Conferences, including those organised by the Institute of Constitutional and Parliamentary Studies, Inter-Branch Seminar of the Madras Regional Branch, Indian Council for Cultural Relations, Indian Council for the Child Welfare, Correctional Bureau of the Ministry of Home Affairs, Indian Committee for Cultural Freedom and Delhi School of Social Work.
- 4. Prof. H. K. Paranjape
 - “Depth Study of Experience in Preparing Five Year Plans” (in progress).
 - “Assessment of the Implementation of ARC’s Recommendations on Machinery for Planning (completed—the first draft ready).
 - A United Nations Questionnaire on ‘National Planning—a Study of India’—submitted to the United Nations in November 1968.

- “A country report on the Financial Aspects of manufacturing enterprises in the Public Sector” for United Nations Industrial Development Organisation prepared and submitted to the United Nations in August 1968.
- Revised and republished “Bibliography on Public Enterprises in India”. Earlier published in August 1961.
- “Study of the Erstwhile Fourth Five Year Plan” (in progress).
- Delivered a Lecture at the Administrative Staff College at Hyderabad on “Industrial Management Pool”—A Case Study.
- Member, Industrial Licensing Policy Enquiry Committee.
- Contributed 3 articles in leading dailies/weeklies.

5. Prof. Shanti Kothari

- “Relations between Politicians and Administrators at the District Level” (Study undertaken for ARC —published).
- Written a number of occasional papers on contemporary world politics and political behaviour which were circulated at various places for discussions.
- Participated in the conferences/seminars including “Indian Sociological Conference”, Bombay and “Youth Today”, Ahmedabad.
- Delivered a number of lectures in India and abroad including at Officers’ Training School, Jaipur,

Rotary Club, Simla, Academy of Sciences, Hungary, University of Moscow, University of Chicago, Illinois Institute of Technology, Chicago, and Kennedy Institute of Politics (Harvard University, Massachusetts).

6. Prof. G. Mukharji

- Attended several meetings and conferences within and outside Delhi including the meetings of the Advisory Committees of the three Regional centres as a member.
- Delivered several lectures including those at the Lucknow Regional Centre, the School of Planning and Architecture, IIPA—Punjab Regional Branch, Chandigarh, Indian Council of Social Welfare and Delhi School of Social Work.

7. Dr. M. J. K. Thavaraj

- Chairman, Kerala Taxation Enquiry Committee (Submitted the final report).
- “Public Investment in India” (in progress).
- “The Installation of Coal Washing Plant at Kargali (case study—jointly with Shri K. L. Handa—completed).
- “A review of Delegation of Financial Powers in the Union Government” (an article jointly with Shri K. L. Handa).
- “Delegation of Financial Powers” (A monograph—jointly with Shri K. L. Handa—nearing completion).

—Delivered 9 lectures.

—Participated in 4 Seminars/Conferences including those at Institute of Advance Studies, Simla, State Planning Board, Trivandrum, etc.

—Expert Member, Board of Assessment for Technical and Professional Qualifications, Ministry of Education.

—Member of the Foreign Scholarship Selection Committee of the U.S. Educational Foundation in India.

—Member, Foreign Scholarship Selection Committees of the Ministry of Education.

8. Dr. S. R. Maheshwari —“Local Government in India” (in press).

 —Written an article on “Inter-Governmental Relations in Urbanization and Urban Development” in IJPA—July-September 1968 issue.

 —Delivered 6 lectures.

 —Participated in 5 Seminars.

9. Dr. S. K. Goyal —Research Associate, “Depth Study of Experience in Preparing Five Year Plans” (in progress).

 —Hon. Economic Adviser, Industrial Licensing Policy Enquiry Committee.

 —Published four articles in leading dailies.

10. Shri A. Datta

- Participated in 4 Conferences organised by the Indian Economic Association, Hyderabad, and the Ministry of Home Affairs.
- “State-Local Relations in Municipal Administration” (jointly with Shri M. Bhattacharya—in progress)
- “Local Government Finance in India”—report prepared for the International Union of Local Authorities, the Hague, June 1968.
- Written four articles, *viz.*, “Financing Municipal Services”, “Centre-State Relations and the National Capital Region”, “Rent Control and the Maintenance of Housing Stock”, and “Method of Rent Fixation under Controlled Conditions”.

11. Dr. G. P. Keshava

- Attended six Seminars/Conferences including those at the Institute of Town Planners, New Delhi, National Building Organisation, etc.
- Delivered two lectures at the School of Planning and Architecture and the National Building Organisation.
- “Pricing and Budgeting in Public Enterprises” (Study taken up for the ARC—completed.)
- Case Study of Pricing in the Hindustan Insecticides Ltd. (completed).
- “Cost Behaviour and Price Policy of Public Enterprises” (sponsored

by the Research Programmes Committee of the Planning Commission—in progress).

—Studies in Operational Problems of Public Enterprises in India—to be released shortly, under the auspices of the IIPA.

—Contributed an article on “Incentive for Industrial Labour”—“Artha Vikas”—Sardar Patel University, Gujarat, January 1969 issue.

—“Administrative Leadership at the Level of Secretaries and Heads of Executive Departments” (in progress).

—As Special Assistant to the Chairman, Administrative Reforms Commission, assisted the Commission in the preparation of its report on Machinery of the Government of India and its Procedures of Work.

—The Book entitled “State Directorates of Municipal Administration” (published).

—State-Local Relations in Municipal Administration (jointly with Shri A. Datta—in progress).

—Written 5 articles including “Structure of Urban Government of India” and “Administering the Urban Fringe” published in the Indian Journal of Public Administration.

—Attended the Seminar on “Management and Financing of Water Supply in the Urban Areas of U.P., M.P. and Bihar” at the Lucknow University.

12. Shri B. S. Narula

13. Shri M. Bhattacharya

14. Dr. B. D. Raheja

- Research Project on ‘Inventories of Land of Operative Buildings especially in Urban Agglomerations” (in progress).
- Assistant Editor of Municipal Centre’s proposed Quarterly Journal of Municipal Affairs.
- Written 7 articles/working papers, including “Administrative Reorganisation of State Governments in U.S.A.”
- “Urbanisation and Urban Development”, “Urban Housing and Urban Economy in India”, etc.
- Attended 5 Seminars/Conferences including those at the Institute of Town Planners, India, New Delhi, National Buildings Organisation and Delhi Municipal Corporation, etc.

15. Shri R. S. Gupta

- Edited the proceedings of the Seminar on “Five Year Municipal Development Plans” and wrote its introduction (since published).
- Prepared a bibliography on “Urban Administration and Government” (mimeographed).
- Written 4 articles including the one on “Training of Municipal Employees in the Netherlands” published in the IJPA.
- Attended 5 Seminars/Conferences including those at the School of Planning and Architecture, National Building Organisation, and Delhi Municipal Corporation, etc.

16. Shri Ved Prakash

- A study on "Citizen's Attitude towards Hospital Administration" (jointly with Dr. J. N. Khosla, Director, IIPA, and Dr. D. Anand, Professor of Social and Preventive Medicine, Lady Hardinge Medical College, New Delhi, taken up on behalf of the ARC. The first draft of the report is ready).
- “Organisation of the Government of India”, Revised Edition (Edited).
- “Scientific Institutions under the Government of India” (completed).
- Participated in 2 Seminars.

17. Shri K. L. Handa

- A Review of Delegation of Powers of Re-appropriation in the Union Government—a paper written for the trainees to the course on Budgeting and Financial Control.
- Delegation of Financial Powers and Role of the Financial Adviser—a paper written for the trainees to the course on Budgeting and Financial Control—jointly with Dr. M. J. K. Thavaraj.
- The Installation of a Coal Washing at Kargali (Case Study, jointly with Dr. Thavaraj—completed).
- “Delegation of Financial Powers” (a monograph jointly with Dr. Thavaraj—nearing completion).

18. Shri N. K. N. Iyengar

- “Framing of India's Constitution” in Five Volumes (The study was completed and the volumes were released on November 26, 1968). (assisted Shri B. Shiva Rao).

- The Indian Institute of Public Administration (1954-69) brochure completed.
- “Central Government Employees Strike” (paper prepared for the Executive Development Training Programmes).
- Centre-State Relations in educational administration—preparation of a paper in progress.

APPENDIX V

OFFICE-BEARERS OF THE REGIONAL AND LOCAL BRANCHES

(As on June 30, 1969)

REGIONAL BRANCHES

1. ANDHRA PRADESH :

Office-bearers:

Chairman (Executive Committee) Shri K.N. Anantaraman, I.C.S. (Retd.)

Vigilance Commissioner, Andhra Pradesh.

Hony. Secretary Shri M. Abid Hussain, I.A.S., Director of Industries, Government of Andhra Pradesh.

Membership:

Ordinary 105

Life 6

Corporate 14

2. GUJARAT :

Office-bearers:

Chairman (Executive Committee) Shri Utsavbhai S. Parikh, Chairman, Gujarat Mineral Development Corporation Ltd.

Hony. Secretary Shri B. V. Patel, Director, Drugs Control Administration, Gujarat State, Ahmedabad.

Membership:

Ordinary	43
Life	4
Corporate	5

3. KERALA :

Office-bearers:

Chairman (Executive Committee)	Shri M. Gopal Menon, Chief Secretary to the Government of Kerala.
Hony. Secretary	Shri K. V. Kunhunni Menon, Deputy Secretary (Public Deptt.) Government of Kerala, Trivandrum.

Membership:

Ordinary	49
Life	7
Corporate	13

4. MADHYA PRADESH :

Office-bearers:

Chairman (Executive Committee)	Shri M. P. Shrivastava, Chief Secretary, Government of Madhya Pradesh, Bhopal.
Hony. Secretary	Shri G. L. Shukla, Principal, Lal Bahadur Shastri Institute of Public Administration, Bhopal.

Membership:

Ordinary	59
Life	5
Corporate	8

5. MADRAS :

Office-bearers:

Chairman (Executive Committee) Shri C. A. Ramakrishnan, I.C.S., Chief Secretary, Government of Madras.

Hony. Secretaries

1. Shri H. K. Ghazi, Additional Secretary, Public Department, Government of Madras.
2. Shri R. K. Swamy of M/s. Walter Thompson & Co.

Membership:

Ordinary	105
Life	2
Corporate	14

6. MAHARASHTRA :

Office-bearers:

Chairman (Executive Committee) Shri B. B. Paymaster, Chief Secretary, Government of Maharashtra, Bombay.

Hony. Secretary

Shri G. H. Lalvani, General Manager, B. E. S. & T. Undertaking, Bombay.

Membership:

Ordinary	111
Life	24
Corporate	16

7. MYSORE :

Office-bearers:

President

Shri Virendra Patil, Chief Minister of Mysore.

Chairman (Executive Committee)

Shri R. N. Vasudeva, Chief Secretary, Government of Mysore.

Hony. Secretary

Shri T. S. Narayan Rao, Deputy Secretary, General Administration Department, Government of Mysore.

Membership:

Ordinary	67
Life	3
Corporate	7

8. ORISSA :

Office-bearers:

Chairman (Executive Committee)

Shri R. N. Singhdeo, Chief Minister of Orissa.

Hony. Secretary

Shri U. C. Agarwal, I.A.S., Secretary, Department of Health, Government of Orissa, Bhubaneswar.

Membership:

Ordinary	23
Life	6
Corporate	5

9. PONDICHERRY :

Patron

Shri B. D. Jatti, Lt. Governor, Pondicherry.

Chairman

Smt. J. Anjani Dayanand, Chief Secretary, Government of Pondicherry.

Hony. Secretary

Shri S. Seetharaman, Under Secretary, Appointments Department, Pondicherry.

Membership:

Ordinary	57
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**10. PUNJAB, HARYANA AND
CHANDIGARH :**

Office-bearers:

Chairman Mr. Justice D. K. Mahajan

Hony. Secretary Shri J. D. Sharma, Director of Food & Supplies, Government of Haryana, Chandigarh.

Membership:

Ordinary	69
Life	11
Corporate	8

11. RAJASTHAN :

Office-bearers:

Chairman (Executive Committee) Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.

Hony. Secretary Shri Ram Singh, Principal, H. C. Mathur State Institute of Public Administration, Jaipur.

Membership:

Ordinary	40
Life	7
Corporate	6

12. UTTAR PRADESH :

Office-bearers:

Chairman (Executive Committee) Shri B. B. Lal, Chief Secretary to the Government of Uttar Pradesh.

Hony. Secretary Shri Jagdeo Gupta, Officer on Special Duty (O&M), General Administration Department (Reorganisation), Government of Uttar Pradesh, Lucknow.

Membership:

Ordinary	56
Life	10
Corporate	16

LOCAL BRANCHES

1. AJMER :

Office-bearers:

President	Shri G. B. K. Hooja, Chairman, Board of Revenue for Rajasthan, Ajmer.
Secretary	Shri Satya Narain Singh, Commissioner, Municipal Council, Ajmer.
Joint Secretary	Shri J. P. Gupta, Correspondent, All India Radio, Ajmer.

Membership:

Ordinary	27
Corporate	4

2. BARODA :

Office-bearers:

Chairman (Executive Committee)	Dr. C. S. Patel, Vice-Chancellor, M.S. University of Baroda.
Honorary Secretary	Shri S. J. Coelho, Commissioner, Municipal Corporation, Baroda.

Membership:

Ordinary	21
Life	1
Corporate	2

3. JAMMU AND SRINAGAR :

Office-bearers:

Chairman (Executive Committee)	Dr. N. Agha, Financial Commissioner, Government of Jammu & Kashmir.
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Hony. Jt. Secretaries

1. Shri I. N. Dewan, Barrister-at-Law, Secretary to Government of J & K.
2. Shri Abdul Aziz Batt, Registrar, University of Jammu & Kashmir.

Membership:

Ordinary	15
Life	2
Corporate	4

4. NAGPUR :

Office-bearers:

President	Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.
Hony. Secretary	Shri M. K. Deshmukh, Lecturer, Department of Public Administration, University of Nagpur.

Membership:

Ordinary	16
Life	1
Corporate	1

5. PATNA :

Office-bearers:

Chairman (Executive Committee)	Shri S. V. Sohoni, Chief Secretary, Government of Bihar.
Hony. Secretary	Shri S. A. F. Abbas, Chief Administrator-cum-Secretary, River Valley Projects Department, Government of Bihar, Patna.

Membership:

Ordinary	17
Life	3
Corporate	5

6. POONA :

Office-bearers:

Chairman	Dr. H. V. Pataskar, Vice-Chancellor, University of Poona.
Hony. Secretary	Shri P. R. Dubhasi, I. A. S., Director, Vaikunth Mehta National Institute of Cooperative Management, Poona.

Membership:

Ordinary	14
Life	7
Corporate	2

7. SHILLONG :

Office-bearers:

Chairman (Executive Committee)	Shri A.N. Kidwai, Chief Secretary, Government of Assam.
Honorary Secretary	—

Membership:

Ordinary	12
Life	2
Corporate	2

8. VALLABH VIDYANAGAR :

Office-bearers:

Chairman	Shri H. M. Patel, I. C. S. (Retd.), Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Hony. Secretary	Dr. H. J. Pandya, Lecturer in Politics, N. Arts College, Vallabh Vidyanagar.

Membership:

Ordinary	43
Life	1
Corporate	1

THE INDIAN INSTITUTE OF PUBLIC

Receipts and Payments Account for the year

RECEIPTS	Rs.	P.	Rs.	P.
Opening Balances :				
Cash in hand	789.24			
In Current Account with :				
State Bank of India, New Delhi	1,02,554.88			
United Commercial Bank Ltd., New Delhi	97,437.12			
First National City Bank, New York :				
Saving Account	86,435.70			
Current Account	30,935.25		3,18,152.19	
PART 'A'				
Recurring Grant from the Government of India & Internal Receipts (Schedule I)	12,83,100.54			
PART 'B'				
Funds, Deposits & Advances (Schedule II)	1,30,695.07			
PART 'C'				
Grants for Projects, etc. (Schedule III)	9,44,305.20			
TOTAL			26,76,253.00	

New Delhi

Dated : August 5, 1969

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

ADMINISTRATION, NEW DELHI*ended 31st March, 1969*

PAYMENTS	Rs.	P.	Rs.	P.
PART 'A'				
Expenditure against Part 'A' (Schedule I)			12,83,100.54	
PART 'B'				
Payment out of Funds, Deposits and Advances (Schedule II)			51,033.53	
PART 'C'				
Expenditure against Grants for Projects, etc. (Schedule III)			8,73,928.61	
Closing Balances:				
Cash in hand			1,993.55	
State Bank of India, New Delhi: Current Account			1,68,291.25	
United Commercial Bank, New Delhi:				
Saving Fund Account			40,000.00	
Current Account I			62,432.93	
Current Account II			5,940.46	
First National City Bank, New York:				
Saving Fund Account			1,66,693.95	
Current Account			22,838.18	
				4,68,190.32
TOTAL				<u>26,76,253.00</u>

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE—I OF RECEIPT

Part 'A' Grant from the

RECEIPTS	Rs.	P.	Rs.	P.
Grant received from the Government of India (Recurring)			9,90,000.00	
Subscriptions :				
Life Members	5,919.00			
Ordinary Members	24,977.77			
Associate Members	864.50			
Corporate Members	24,849.95			56,611.22
Rent Received from :				
Auditorium	11,132.29			
Residential Quarters	23,613.38			
Hostel	77,957.62			
Other Rents	10,028.83			1,22,732.12
Miscellaneous Receipts :				
Licence fee from Mess/Canteen contractor	2,000.00			
Fees from Foreign Scholars	3,000.00			
Interest on short term deposit	1,640.39			
Sale proceeds of old stock of furniture, office equipment and cycles	746.00			
Miscellaneous Receipts	3,591.20			10,977.59
Sale of Publications :				
Journal & Other Periodicals	20,417.88			
Other Publications	34,015.49			54,433.37
Royalty				168.75
Receipt from Department of Administrative Reforms for Short Term Courses				26,500.00
Recovery of Conveyance Advances				4,376.00
Interest on Conveyance Advances				192.89
Receipts out of the Grant from the Ministry of Health, Family Planning and Urban Development to meet the overheads in respect of the Centre for Training & Research in Municipal Administration				17,108.60
Carried Over				12,83,100.54

ADMINISTRATION, NEW DELHI

AND PAYMENT ACCOUNT

Government & Internal Receipts

PAYMENTS	Rs.	P.	Rs.	P.
Pay & Allowances:				
Institute, Library & Publications	5,29,013.06			
Training & Hostel Staff	90,072.51			
Medical Charges	11,386.71		6,30,472.28	
Leave Salary & Pension Contributions and Employer's Contribution to C.P.F. A/cs.		41,089.11		
Contribution to Gratuity Fund		15,000.00		
Travelling Allowances	9,861.37			
Meetings—T.A.	14,833.36		24,694.73	
Followships :				
Junior Fellowships	26,679.58			
Senior Fellowships	22,233.86		48,913.44	
Essay Prize		1,000.00		
Publications :				
Periodicals (Journal, etc.)	62,148.47			
Other Publications	17,936.01			
Honorarium to Correspondents	9,650.00		89,734.48	
Research & Study Group Projects		3,276.34		
Short Term Training & Refresher Courses		16,363.85		
Library :				
Books	37,055.57			
Periodicals & Newsletters	26,005.58			
Binding Charges	4,973.50			
Library Equipment	4,923.31			
	72,957.96			
Less : Met from Ford Foundation Grant II	4,327.89		68,630.07	
Office Expenses :				
Printing & Stationery	21,515.43			
Postage & Telegrams	31,771.62			
Telephones	23,759.21		77,046.26	
Services & Supplies :				
Conveyance Charges	6,058.89			
Motor Car Expenses	3,256.14			
Liveries	5,039.73			
Amenities to Staff	680.00		15,034.76	
Carried Over			10,31,255.32	

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			12,83,100.54	
TOTAL			12,83,100.54	

Certified that the recurring grant of Rs. 9,90,000 received from the Government of India, for the year 1968-69 by the Indian Institute of Public Administration was utilised during the period for the purpose for which it was sanctioned, as per the above statement.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			10,31,255.32	
Contingencies & Miscellaneous :				
Honorarium to Auditors	1,500.00			
Insurance	847.52			
Advertisements	3,400.39			
Misc. Expenditure	11,969.22			
General Charges—Hostel	2,409.78			
Bank Charges	655.73			
Entertainment	1,883.70			
Purchase of Books for Review	879.54		23,545.88	
Building Maintenance & Taxes :				
Rent, Rates & Taxes	33,986.97			
Less : Received from I.A.M.R.	14,000.00		19,986.97	
Building Maintenance, etc. (including Pay & Allowances of Maintenance Staff)	65,156.42			
Water & Electricity Charges	39,935.25		1,25,078.64	
Fixation of Iron Bars to the Windows in the Hostel	3,137.81			
Office Equipment	1,144.00			
Hostel Equipment	9,253.67			
Furniture & Fixtures	249.61			
Room Coolers	538.45			
Cycles	203.00			
Construction of Garrages	2,855.53			
Cost of Partition Walls at the 3rd floor of I.A.M.R. Building	13,027.13			
Foreign Affiliations	7,564.50			
Share of Membership fee to Branches	9,605.00			
Contribution to Branches	29,442.00			
Conveyance Advances	26,200.00			
TOTAL			12,83,100.54	

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-officio Secretary

**THE INDIAN INSTITUTE OF PUBLIC
SCHEDULE—II OF RECEIPT AND
*Part 'B' Funds, Deposits***

RECEIPTS	Rs. P.
Staff Scholars (Security Deposit)	4,620.53
T. A. Advances	3,259.80
Amount recovered from Shri Suresh Kumar	150.87
Gratuity Reserve Fund	13,921.84
School Prize Fund	204.68
V.K.N. Menon Prize Fund	140.00
Library Deposit	630.00
Deposit Account with P.A.O. W.H.S., Bombay	2.50
Unpaid Salaries	36.71
Petty Cash Imprest	70.58
Imprest with Shri P. N. Iyer	100.00
Imprest with Shri K. Narayanan	100.00
Postage Imprest	1,968.82
Call Deposit with United Commercial Bank Ltd.	15,000.00
Suspense Account—Ministry of Finance	3,668.30
ARC from the study team on the Machinery for Planning	16,035.26
Sales proceeds of the Publication 'Framing of India's Constitution'	49,100.00
Stale Cheques Account	1,540.31
Receipts from I.A.M.R. for construction of Building	2,117.74
Receipts from IIPA towards cost of partition walls at III Floor of I.A.M.R. Building to be taken in reduction of the expenditure on I.A.M.R. Building	13,027.13
Consultancy Fund	5,000.00
TOTAL	1,30,695.07

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

ADMINISTRATION, NEW DELHI**PAYMENT ACCOUNT***and Advances*

PAYMENTS	Rs.	P.
Hostel Deposit	100.00	
Security Deposit from Contractors	4,507.22	
Advance to Shri Anand Swaroop	1,000.00	
Advance to Prof. D. Anand	100.00	
Advance to Shri B. Shiva Rao	813.23	
U.S.-AID Reimbursement Account	1,552.00	
Income Tax deducted at source recoverable	406.30	
Expenditure on study team on Machinery for Planning Reimbursable by ARC	358.00	
T.A./D.A. of Shri B. S. Narula Reimbursable by ARC	365.92	
Amount reimburseable by the Ministry of Finance	5,894.93	
Service Charges	984.00	
Fixed Deposit with the State Bank of India, New Delhi	15,000.00	
Fixed Deposit with the United Commercial Bank Ltd., New Delhi	16,299.59	
Expenditure on the Construction of I.A.M.R. Building	3,652.34	
TOTAL	51,033.53	

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

SCHEDULE—III OF RECEIPT

Part 'C' Grants

RECEIPTS	Rs.	P.	Rs.	P.
Ford Foundation Grant III including Interest and Gain in Exchange			3,81,054.25	
Payment from American Embassy for work done for them			1,30,000.00	
Grant from Ministry of Health, Family Planning & Urban Development for the Centre for Training and Research in Municipal Administration			1,90,000.00	
Grant from Ministry of Home Affairs for the Executive Development Programme			1,50,000.00	
Grant from Ministry of Home Affairs for Survey of the Assessment Department of D.M.C.			33,000.00	
Grant from R.P.C. (Planning Commission) for the study of Voting Behaviour			20,260.00	
Grant from C.S.I.R. (Scientists Pool)			990.95	
Grant from Lucknow, Punjab and Rajasthan Universities (Survey Research Methodology)			18,000.00	
Grant from N.B.O. for the study 'Inventories of Land of Operative Builders in Urban Agglomerations'			5,000.00	
Grant from R.P.C., Planning Commission for the study of Price Policy & Cost Behaviour in Public Enterprises			16,000.00	
Carried Over			9,44,305.20	

ADMINISTRATION, NEW DELHI**AND PAYMENT ACCOUNT***for Projects, etc.*

PAYMENTS	Rs.	P.	Rs.	P.
Expenditure met out of Ford Foundation Grant I:				
Architect Fee			8,690.14	
Expenditure met out of Ford Foundation Grant II:				
Administrative History of India	308.70			
Case Study Unit	30.00			
Panchayati Raj & Community Development	1,544.39			
Planning Project	8,626.04			
Library Development	4,327.89			
			14,837.02	
Expenditure met out of Ford Foundation Grant III:				
Communication to and Utilization of the result of the Research by Industry in Scientific Institutions	114.21			
Study of Hospital Administration	3,587.03			
Working of the Scientists' Pool	700.00			
Recruitment & Promotion Procedure in Atomic Energy Commission	2,028.10			
Relations between Politicians and Administrators at the District Level	22,835.86			
Relation between Specialists & Administrators	4.00			
Machinery & Procedure for Redress of Citizens' Grievances	425.32			
Career Planning & Placement of Senior Officers at the Centre and States	90.00			
Position Classification in Public Services	31,089.46			
Case Studies on Administrative Reforms and their implementation	54,497.86			
Problems of Pricing & Budgeting in Public Enterprises	19,215.98			
Administrative Leadership at the Level of Secretary	2,996.82			
Formulation of Administrative Reforms—the working of ARC	2,425.66			
Bureaucracy & Development Administration	25,431.67			
Administrative Growth	11,142.37			
Combination of posts of heads of executive & Administrative Department in Himachal Pradesh	1,313.86			
General Support:				
Conferences	7,205.74			
Library Books	7.45			
Equipment, etc.	1,226.29			
Supporting & Reference Staff	13,726.39			
Planning Project	49,177.40			
Travel Abroad	31,878.95			
			2,81,120.42	
Carried Over			3,04,647.58	

RECEIPTS	Rs.	P.	Rs.	P.
Brought Forward			9,44,305.20	
TOTAL			9,44,305.20	

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

PAYMENTS	Rs.	P.	Rs.	P.
Brought Forward			3,04,647.58	
Expenditure to be met out of Ford Foundation Grant IV:				
Consultancy			10,095.42	
Expenditure met out of the Grant from American Embassy:				
Consultancy Assignment			1,13,964.12	
Expenditure on other Projects :				
Futuribles			3,137.54	
Centre for Training & Research in Municipal Administration—Grant from Ministry of Health, Family Planning & Urban Development			1,88,194.57	
Training Courses under the Executive Development Programme—Grant from Ministry of Home Affairs			1,22,114.53	
Survey of the Assessment Department of D.M.C.—Grant from Ministry of Home Affairs			35,869.41	
Study of Voting Behaviour in India—Grant from R.P.C., Planning Commission			27,563.56	
Scientists' Pool—Grant from C.S.I.R.			998.10	
Course in Survey Research Methods—Grant from Lucknow, Punjab and Rajasthan Universities			10,252.72	
Inventories of Land of Operative Builders in Urban Agglomerations, Grant from N.B.O.			22.50	
Study on Production of Housing as result of rent control/decontrol in Delhi, grant from N.B.O.			1,992.17	
Framing of India's Constitution—Grant from Ministry of Finance			43,890.97	
Relation between Ministers, Legislators & Civil Servants			1,500.00	
Refund of unspent grant to the Ministry of External Affairs			3,166.92	
Seminar on Agriculture Administration—Grant from Ministry of Agriculture			5,485.80	
Survey of Building Construction Department of D.M.C.—grant from Ministry of Home Affairs			532.70	
Case Studies—Grant from Administrative Reforms Commission			500.00	
TOTAL			8,73,928.61	

J. N. KHOSLA
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account for the Year

Figures for the
Previous Year

EXPENDITURE

Rs.		Rs.	P.	Rs.	P.
	To Pay & Allowances:				
	Institute, Library & Publications	5,35,176.78			
5,86,246	Training Office & Hostel Staff	85,053.19			
	Medical Charges	11,386.71		6,31,616.68	
	" Leave Salary and Pension				
	Contribution & Employer's				
	Contribution to C.P.F. A/cs.	41,167.90			
46,333	" Contribution to Gratuity Fund	15,000.00		56,167.90	
	" Travelling Allowances	9,861.37			
17,191	" Meeting T.A.	14,833.36		24,694.73	
	Publications:				
	Periodicals	70,007.48			
	Other Publications	17,903.10			
86,766	Honorarium to Correspondents	9,650.00		97,560.58	
	Library:				
	Newsletter & Periodicals	26,005.58			
	Book Binding Charges	4,973.50			
		30,979.08			
32,196					
(—) 2,308	<i>Less: met out of F.F. Grant II</i>	4,327.89		26,651.19	
44,294	" Fellowships			49,062.87	
1,466	" Essay Prizes			1,000.00	
5,028	" Research & Study Group, Projects			3,019.34	
12,076	" Short Training & Refresher Courses			16,363.85	
	Office Expenses:				
	Printing & Stationery	23,604.73			
	Postage & Telegrams	31,771.62			
69,928	Telephone Charges	24,859.21		80,235.56	
	Services & Supplies:				
	Conveyance Charges	6,058.89			
	Motor Car Expenses	3,433.14			
	Liveries	5,039.73			
16,463	Amenities to staff	680.00		15,211.76	
4,331	" Foreign Affiliations			7,564.50	
27,152	" Contingencies & Misc.			23,793.12	
2,168	" Schools Expenses				
9,49,330		Carried Over		10,32,942.08	

ADMINISTRATION, NEW DELHI

ending 31st March, 1969

*Figures for
the Previous
Year*

INCOME

Rs.		Rs. P.	Rs. P.
	By Subscriptions :		
60,085	Ordinary Members	40,246.52	
	Associate Members	864.50	
	Corporate Members	29,498.45	
	Transfer from Life Membership	3,713.60	74,323.07
	„ Rent Receipts :		
1,22,438	Hostel	1,23,757.17	
	Residential Quarters	25,592.65	
	Auditorium	11,123.59	
	Other Rents	18,677.31	1,79,150.72
	„ Income from Publications :		
38,736	Subscription to and sale of Journal & Other periodicals	19,887.97	
	Sale of other Publications	36,966.73	
	Royalty on Publications	391.80	57,246.50
	„ Miscellaneous Income :		
13,479	Fees from Foreign Scholars	3,000.00	
	Interest on short term Deposits	1,640.39	
	Licence fee from Hostel-Mess Canteen Contractors	2,000.00	
	Interest on advance (Conveyance)	192.89	
	Miscellaneous	3,065.83	9,899.11
8,30,000	„ Grant received from Govt. of India, for the Year 1968-69		9,90,000.00
19,400	„ Grant from Ministry of Home Affairs (Dept. of Administrative Reforms) for short term courses		26,500.00
13,949	„ Recovery of overhead charges from Grant—Ministry of Health		17,108.60
1,00,671	„ Transfer from Ford Foundation Grant II to meet Expenditure (per contra)		3,640.69
6,80,641	„ Transfer from Ford Foundation Grant III to meet expenditure (per contra)		2,56,791.43
1,97,036	„ Excess of expenditure over Income carried over to Balance Sheet		80,093.82
20,76,435	Carried Over		16,94,753.94

*Figures for
the Previous
Year*

EXPENDITURE

Rs.		Rs.	P.
9,49,330	Brought Forward		10,32,942.08
23,953	To Contribution to Branches	29,442.00	
	" Share of Membership fees to Branches	9,605.00	39,047.00
	" Building Maintenance & Taxes etc.:		
	Rent, Rates & Taxes 33,986.97		
	Less : Received from I.A.M.R. 14,000.00	19,986.97	
	Maintenance of Building, etc., including pay & allowances of maintenance staff	72,636.64	
1,20,704	Electricity & Water Charges	43,843.53	1,36,467.14
—	" Cost of partition of walls at the 3rd Floor of I.A.M.R. Building		13,027.13
—	" Transfer to Building Fund		5,993.34
1,78,580	Additions to Building		1,70,380.58
22,556	" Depreciation		16,512.50
—	" Arrears of Subscription written off		314.49
—	" Publications debt, written off		
—	" Loss on the sale of unserviceable furniture, office equipment & cycles		19,637.56
1,00,671	" Expenditure met out of Ford Foundation Grant II (As per Schedule 'A')		3,640.69
6,80,641	" Expenditure met out of F. F. Grant III (As per Schedule 'A')		2,56,791.43
20,76,435	TOTAL		16,94,753.94

Note : Previous year's figures have been recast to correspond with the current year figures.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hon. Treasurer

*Figures for
the Previous
Year*

INCOME

Rs.

20,76,435

Rs. P.

16,94,753.94

Brought Forward

20,76,435

TOTAL

16,94,753.94

J. N. KHOSLA
Director & Ex-officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' — Forming part of Income & Expenditure Account

	Rs.	P.	Rs.	P.
Expenditure met out of Ford Foundation Grant II:				
Transferred to F.F. Grant I	0.14			
Panchayati Raj & Community Development	718.67			
Planning Project	2,921.88			
			<u>3,640.69</u>	
Expenditure met out of Ford Foundation Grant III:				
Communication to and Utilisation of the result of Research by Industry in Scientific Institutions	38.40			
Study of Hospital Administration	4,662.03			
Working of the Scientists' Pool.	700.00			
Recruitment & Promotion Procedure in Atomic Energy Commission	2,028.10			
Relations between Politicians & Administrators at District Level	18,728.56			
Relation between Specialists and Administrators	4.00			
Machinery & Procedure for Redressal of Citizens' Grievances	425.32			
Career Planning & Placement of Senior Officers at Centre and in States	90.00			
Position Classification in Public Services	23,967.59			
Case Studies on Administrative Reforms and their Implementations	49,928.96			
Administrative Leadership at the level of Secretary/ Head of Executive Department	2,746.82			
Formulation of Administrative Reforms the working of ARC	2,025.66			
Problems of Pricing & Budgeting in Public Enterprises	17,566.06			
Bureaucracy & Development Administration in India	22,470.37			
Administrative Growth	9,320.38			
Combination of Posts of Heads of Executive & Administrative Departments in Himachal Pradesh	50.00			
			<u>1,54,752.25</u>	
Carried Over				

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

	Rs.	P.	Rs.	P.
Brought Forward			1,54,752.25	
General Support:				
i. Conferences			7,205.74	
ii. Library Books			7.45	
iii. Equipment, etc.			1,226.29	
iv. Supporting and Reference Staff			12,543.35	
Planning Project			49,177.40	
F.F. III—Travel Abroad			31,878.95	<u>2,56,791.43</u>

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF

Balance Sheet as at

*As at
31st March,
1968*

LIABILITIES

Rs.	Grants :	Rs.	P.
2,78,263	As per Schedule 'A' Attached	3,76,476.61	
Funds :			
41,53,158	As per Schedule 'B' Attached	41,89,314.28	
Deposits :			
	Security Deposits	32,746.00	
44,612	Other Deposits	10,956.95	43,702.95
Liabilities & Provisions :			
1,06,965	As per Schedule 'C' Attached	1,44,265.21	
7,03,000	Receipt from I.A.M.R. for Construction of Building	7,05,117.74	
<i>Note : Contingent liability for property tax Rs. 1,64,377.</i>			
52,85,998		TOTAL	54,58,876.79

*Examined and Found Correct.
S. VAIDYANATH AIYAR & CO.
Chartered Accountants*

PUBLIC ADMINISTRATION

31st March, 1969

*As at
31st March,
1968*

ASSETS

Rs.	Rs.	P.	Rs.	P.
Fixed Assets :				
	Gross Block at Cost :		54,03,066.92	
38,82,271	<i>Less : Depreciation written off up-to-date (as per Schedule 'D' Attached)</i>		16,43,508.69	37,59,558.23
Investment at Cost :				
2,500	Shares in IIPA Co-operative Stores			2,500.00
Current Assets, Loans and Advances : (As per Schedule 'E' Attached)				
	Stock of Paper, Stationery and Publications		31,131.07	
	Sundry Debtors		1,49,515.24	
	Cash & Bank Balances		5,78,745.04	
5,98,380	Advances Accountable/Recoverable		40,312.56	
	Deposits		23,548.78	8,23,252.69
Expenditure on I.A.M.R. Building :				
	As per last Balance Sheet		7,20,247.53	
	Expenditure during the year		3,652.34	
			7,23,899.87	
7,20,248	<i>Less : Cost of partition of Walls in the 3rd floor of IAMR Building met by IIPA</i>		13,027.13	7,10,872.74
Income & Expenditure Account :				
	Excess of expenditure over Income (as per last Account)		82,599.31	
82,599	<i>Add : Excess of expenditure over income (as per accounts annexed)</i>		80,093.82	1,62,693.13
52,85,998		TOTAL		54,58,876.79

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

ASOKA MEHTA
Chairman

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' — Forming part of the Balance Sheet as at 31st March, 1969

Sources	<i>Amount as per Last Account</i>	<i>Receipts/adjust- ments during the year</i>	<i>Total</i>	<i>Expenditure during the year</i>		<i>Balance</i>
				Rs.	P.	
Ford Foundation:						
Grant I	8,690.00	0.14	8,690.14	8,690.14	—	—
Grant II	13,206.77	—	13,206.77	7,968.58	5,238.19	
Grant III	1,03,608.14	3,81,054.25*	4,39,662.39	2,56,791.43	2,32,870.96	
Grant IV	—	—	—	16,015.75	(—)16,015.75	
Futuribles	17,778.48	—	17,778.48	2,847.54	14,930.94	
EUROPA Sectt., Manila	4,993.48	—	4,993.48	—	4,993.48	
American Embassy—Consultancy Assignment	—	1,30,000.00	1,30,000.00	1,13,964.12	16,035.88	
Asia Foundation—Guide to sources of Modern Indian History	4,059.02	—	4,059.02	—	4,059.02	
Ministry of Finance for the study 'Framing of India's Constitution' (including Rs. 30,000 from the Asia Foundation)	60,302.02	—	60,302.02	43,384.97	16,917.05	
Administrative Reforms Commission	4,275.90	—	4,275.90	1,500.00	2,775.90	
Ministry of External Affairs	3,166.92	—	3,166.92	3,166.92	—	
Ministry of Health, Family Planning & Urban Development	1,060.54	1,90,000.00	1,91,060.54	1,88,194.57	2,865.97	
Ministry of Agriculture	7,934.71	—	7,934.71	5,485.80	2,448.91	
Grant from Government of India:						
(i) For Survey of the Building Construction Department of D.M.C.	498.02	—	498.02	498.02	—	

(ii) For Survey of the Assessment

Department of D.M.C.

National Building Organisation for
the study "Effect of Rent
Control/Decontrol in Delhi"

Research Programme Committee,
Planning Commission for the
study of Voting Behaviour in
India

Council of Scientific and Industrial
Research

Ministry of Home Affairs for
Executive Development Pro-
grammes

Ministry of Home Affairs (For Case
Study)

Punjab, Lucknow & Rajasthan
Universities for the Course in
Survey Research Methodology

National Building Organisation for
the study on Inventories of
Land of Operative Builders in
Urban Agglomerations

RPC, Planning Commission for the
study of Price Policy & Cost
Behaviour in Public Enterprises

TOTAL

6,422.09 33,000.00 39,422.09 34,781.96 4,640.13

3,952.65 — 3,952.65 1,012.46 2,940.19

6,801.14 20,260.00 27,061.14 25,868.56 1,192.58

26.15 990.95 1,017.10 998.10 19.00

18,676.02 1,50,000.00 1,68,676.02 1,22,500.05 46,175.97

7,810.95 — 7,810.95 500.00 7,310.95

— 18,000.00 18,000.00 10,252.72 7,747.28

— 5,000.00 5,000.00 22.50 4,977.50

— 16,000.00 16,000.00 1,647.54 14,352.46

2,78,263.00 9,44,305.34 12,22,568.34 8,46,091.73 3,76,476.61

* Includes interest/gain-in-exchange of Rs. 2,753.25.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B' — Forming Part of Balance Sheet as at 31st March, 1969

RESERVES & FUNDS

	Rs.	P.	Rs.	P.
Life Membership Capital Fund:				
As per Last Account	31,216.90			
Add: Life Membership fees received during the year	5,919.00			
	<hr/>			
	37,135.90			
<i>Less: Adjusted to Income & Expenditure Account</i>	<hr/> <u>3,713.60</u>		<hr/> <u>33,422.30</u>	
Building Fund:				
As per Last Account	40,24,029.88			
<i>Add: Transfer:</i>				
From Ford Foundation Grant I	8,690.14			
From Income and Expenditure Account	<hr/> 5,993.34	<hr/> 14,683.48	<hr/> 40,38,713.36	
Gratuity Reserve Fund:				
As per Last Account	91,999.65			
<i>Add: Amount provided during the year</i>	<hr/> 15,000.00		<hr/> 5,796.84	
Interest on Fixed deposits	<hr/> <hr/> 1,12,796.49			
<i>Less: Payments during the year</i>	<hr/> <hr/> 6,875.00		<hr/> <hr/> 1,05,921.49	
Annual School Prize Fund:				
As per Last Account	3,917.92			
<i>Add: Interest received</i>	<hr/> 204.68		<hr/> 4,122.60	
V. K. N. Menon Prize Fund:				
As per Last Account	1,994.53			
<i>Add: Interest received</i>	<hr/> 140.00		<hr/> 2,134.53	
Consultancy Funds	<hr/> <hr/> 5,000.00			
	<hr/> <hr/> TOTAL		<hr/> <hr/> 41,89,314.28	

S. VAIDYANATH AIYAR & CO.
Chartered Accountants

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C' — Forming Part of the Balance Sheet as at 31st March, 1969

*As at
31st March,
1968*

LIABILITIES AND PROVISIONS

Rs.		Rs. P.
98,927	For Expenses	85,554.20
1,936	Unpaid Salaries	1,973.10
3,110	Service Charges	2,126.00
2,991	Subscriptions received in Advance	3,971.60
—	Stale Cheques Account	1,540.31
—	Sale proceed of 'Framing of India's Constitution'	49,100.00
1,06,964	TOTAL	1,44,265.21

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC

Schedule 'D' — Forming Part of the Balance Sheet

SL. No.	Particulars	Cost up to 31.3.68	Additions/ Disposals during the year
		Rs. P.	Rs. P.
1. Lands & Buildings		37,13,481.73	14,683.48
2. Furniture & Fixtures:			
(i) Purchases made under Project Estimates	310,548.15		
(ii) Purchases made under non- project Estimates	63,560.87	3,74,109.02	249.61) (—)34,877.82)
3. Library Books		8,11,400.68	37,055.57
4. Office Equipment		1,80,812.72	1,144.00) (—)4,985.17)
5. Library Equipment		79,392.53	4,923.31
6. Film Projector		71,187.73	—
7. Air Conditioning Equipment		65,143.77	538.45
8. Stage Equipment		28,701.54	—
9. Water Coolers		17,212.89	—
10. Motor Car		14,712.84	—
11. O & M Equipment		8,123.50	—
12. Garden Equipment		1,528.84	—
13. Sundry Equipment		403.05	—
14. Hostel Mess Equipment		467.06	9,253.67
15. Bicycles		2,218.35	203.00) (—) 1,033.44)
16. Library Development		7,016.01	—
	TOTAL	53,75,912.26	27,154.66
Figures for the previous year		53,29,779	46,133

Note: 1. *Represents Depreciation on Assets disposed of.

2. The Assets purchased out of grants (other than the Recurring Grant from above schedule since these have been fully charged off to the respective

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

ADMINISTRATION, NEW DELHI

as at 31st March, 1969

Balance	Cost	DEPRECIATION				Written down Value as on 31.3.1968	Written down Value as on 31.3.1968
		Rate	Up to 31.3. 68	For the year	Total		
Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.
37,28,165.21	2½%	5,95,154.23	78,154.56	6,73,308.79	30,54,856.42	31,18,327	
3,39,480.81	6%	1,49,469.46	13,391.02	1,62,860.48) (-)16,243.24*	1,92,863.57	2,24,640	
8,48,456.25	15%	5,04,743.16	49,305.65	5,54,048.81	2,94,407.44	3,06,658	
1,76,971.55	6% & 15%	1,04,064.93	11,205.75	1,15,270.68) (-)3,599.28)*	65,300.15	76,748	
84,315.84	6%	18,231.23	3,742.90	21,974.13	62,341.71	61,161	
71,187.73	15%	38,676.73	4,876.65	43,553.38	27,634.35	32,511	
65,682.22	15%	34,621.12	4,638.72	39,259.84	26,422.38	30,523	
28,701.54	15%	15,874.19	1,924.10	17,798.29	10,903.25	12,827	
17,212.89	15%	11,505.89	856.05	12,361.94	4,850.95	5,707	
14,712.84	20%	10,983.84	745.80	11,729.64	2,983.20	3,729	
8,123.50	15%	5,519.10	390.66	5,909.76	2,213.74	2,604	
1,528.84	15%	865.84	99.45	965.29	563.55	663	
403.05	6%	167.05	14.16	181.21	221.84	236	
9,720.73	6%	199.06	139.28	338.34	9,382.39	268	
1,387.91	15%	1,116.14	211.78	1,327.92) (-)670.35*	730.34	1,102	
7,016.01	15%	2,449.01	684.05	3,133.06	3,882.95	4,567	
54,03,066.92		14,93,640.98	1,70,380.58	16,64,021.56 (-)20,512.87*	37,59,558.23	38,82,271	
53,75,912		13,15,069	1,78,572	14,93,641	38,82,271	40,14,710	

Government of India and Ford Foundation Grant I & II, are not included in the grants. The quantity and value records are, however, being kept separately.

D. L. MAZUMDAR
Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E' —Forming Part of Balance Sheet as at 31st March, 1969

*As at
31st March,
1968*

CURRENT ASSETS

Rs.	P.	Rs.	P.
Cost of Papers, Stationery & Publications (At cost as certified by the Administrative Officer)			
41,053			31,131.07
Sundry Debtors:			
Subscriptions Receivable	39,375.00		
Bills Receivable	10,003.76		
Royalty Receivable	11,183.81		
Tuition Fees Outstanding	540.00		
Amount Receivable from C.P.F.—IIPA	381.50		
Rents outstanding for Staff Quarters, Hostel & Auditorium	88,031.17		1,49,515.24
Cash and Bank Balances:			
Cash in hand	1,993.55		
Imprest	119.40		
Postage Imprest	213.72		
United Commercial Bank Ltd., New Delhi :			
Saving Fund Account	40,000.00		
Current Account I	62,432.93		
Current Account II	5,940.46		1,08,373.39
State Bank of India, New Delhi			
Current Account	1,68,291.25		
First National City Bank, New York :			
Saving Fund Account	1,66,693.95		
Current Account	22,838.18		1,89,532.13
In Fixed Deposit Accounts with :			
United Commercial Bank Ltd., New Delhi			
For School Prize Fund	4,122.60		
For V.K.N. Menon Prize Fund	2,000.00		
For Gratuity Reserve Fund	15,500.00		21,622.60
State Bank of India, New Delhi			
For Gratuity Reserve Fund	88,599.00		5,78,745.04
5,40,865			7,59,391.35
Carried Over			

*As at
31st March,
1968*

CURRENT ASSETS

Rs.		Rs.	P.	Rs.	P.
5,40,865	Brought Forward			7,59,391.35	
Advances Accountable/Recoverable:					
	Expenditure of Study Team on Machinery for Planning—Reimbursable by ARC	358.00			
	ARC Reimbursement Account	574.60			
	T.A. Advance	800.00			
	Staff Advances for purchase of Conveyance Amount Reimbursable by the Ministry of Finance	30,037.00			
	Advance Recoverable	5,894.93			
	Advance for Expenses	27.20			
	32,412	Income tax deducted at source Recoverable	1,913.23	707.60	40,312.56
	Deposit for Electricity	10,220.00			
	O. Y. Telephones	10,825.00			
	25,103	Other Deposits		2,503.78	23,548.78
	5,98,380			TOTAL	8,23,252.69

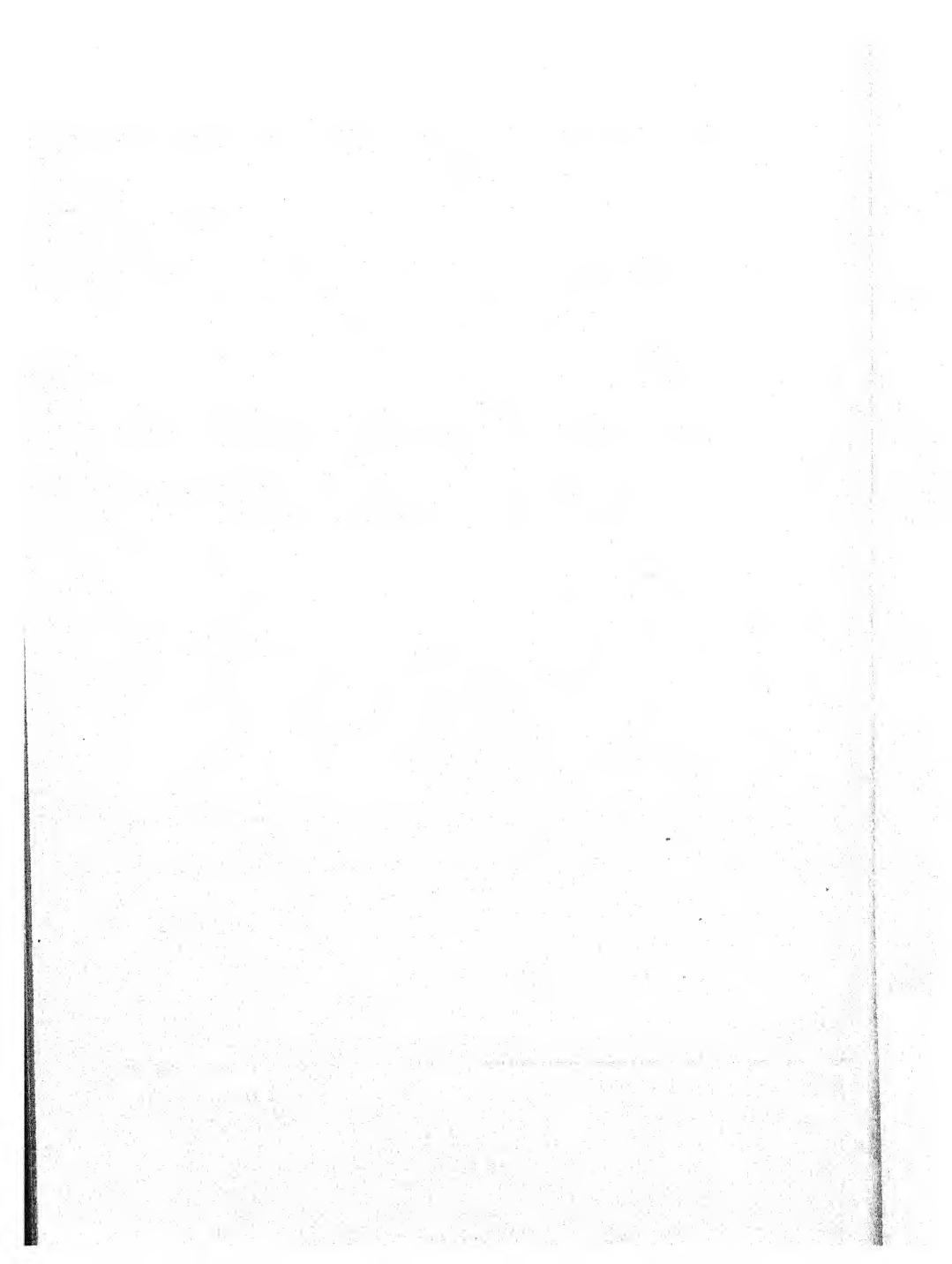
S. VAIDYANATH AIYAR & CO.

Chartered Accountants

D. L. MAZUMDAR

Hony. Treasurer

J. N. KHOSLA
Director & Ex-Officio Secretary



NOTE

During the year a decision was taken to prepare the budget of the Institute on an activity basis. Accordingly, a certain form was evolved, which after discussions, was approved by the Executive Council of the Institute. The budget in the modified form for the year 1969-70 is included in the document at page 98. It may, however, be mentioned here that improvements and modifications to this are necessary and may be carried out in course of time before it can be said that a meaningful activity-oriented budget has been introduced. Being the first attempt, data in the new form is not available readily. Therefore, the activity budget for 1969-70 does not contain corresponding figures for the earlier years.

Meanwhile, the budget of the Institute for 1969-70, showing the actuals for 1967-68, Budget Estimates for 1968-69 and Revised Estimates for 1968-69, has been prepared on the old pattern and included in the document as in the past. The budget for 1969-70 on an activity basis prepared now is in addition to the budget in the old pattern.

THE INDIAN INSTITUTE OF PUBLIC

BUDGET ESTIMATES

RECEIPTS

	Actuals 1967-68	Budget 1968-69	Revised Budget 1968-69	Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
1. SUBSCRIPTIONS:				
(a) Ordinary Members including Life Members	29,663	34,000	34,000	34,000
(b) Associate Members	996	1,000	900	900
2. CORPORATE MEMBERS:				
State Governments, Universities & other Organisations	23,875	25,000	25,000	25,000
3. SALE OF JOURNAL & OTHER PUBLICATIONS	36,379	40,000	50,000	50,000
4. ROYALTIES	3,583	3,000	3,500	3,500
5. RENTS FROM RESIDENTIAL QUARTERS	21,641	27,500	21,500	22,500
6. RENTS FROM AUDITO- RIUM	11,222	10,000	10,000	10,000
7. RENTS FROM HOSTEL	1,22,064	78,000	85,000	1,15,000
8. OTHER RENTS	5,617	5,000	8,000	5,000
9. MISCELLANEOUS RECEIPTS	12,476	6,000	6,000	3,000
10. ADVANCES RECOVERABLE (Conveyance Advance)	3,813	8,000	4,800	8,000
11. INTEREST ON CONVEY- ANCE ADVANCES	84	200	100	200
12. TRAINING & REFRESHER COURSES IN TECHNI- QUES OF ADMINISTRATIVE IMPROVEMENT	19,400	14,600	26,500	26,500
13. (a) Receipts from the Min- istry of Health, F.P. & U.D. to meet expendi- ture on overheads of the Centre for Training & Research in Municipal Administration				
(b) Overheads charges recovered from NBO	12,182	18,400	18,300	23,000
	1,767	—	—	—
Total Carried Over :	3,04,762	2,70,700	2,93,600	3,26,600

ADMINISTRATION, NEW DELHI

FOR THE YEAR 1969-70.

P A Y M E N T S

	Actuals 1967-68	Budget Estimates 1968-69	Revised Estimates 1968-69	Budget Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
A.1 EDUCATION, TRAINING & RESEARCH DIVISION:				
(a) Pay & Allowances— Teaching Staff	95,266	2,24,800	1,15,700	2,46,800
(b) Pay & Allowances— Office Staff	63,703	62,300	67,300	49,000
(c) Honorarium to External Examiners	1,648	—	—	—
(d) Scholarships to Students	—	—	—	—
(e) Visiting Professors	520	—	—	—
TOTAL A.1:	1,61,137	2,87,100	1,83,000	2,95,800
A.2 RESEARCH STAFF SCHOLARSHIPS & FELLOWSHIPS:				
(a) Pay & Allowances— Research Staff	60,631	69,000	77,000	69,000
(b) Research & Study Groups	5,339	3,300	3,300	—
(c) Senior Fellowships	5,504	40,000	30,000	33,600
(d) Junior Fellowships	33,408	40,000	34,000	30,600
(e) Research Scholarships	3,162	—	—	—
(f) Teachers Scholarships	1,642	—	—	—
(g) Essay Prize	1,466	2,000	1,000	2,000
(h) Students Scholarships	621	—	—	—
TOTAL A.2:	1,11,773	1,54,300	1,45,300	1,35,200
A.3 TRAINING & REFRESHER COURSES:				
	12,075	14,600	26,500	26,500
A.4 SEMINARS & CONFERENCES:				
(a) Seminars/Conferences	—	—	—	8,500
(b) Honorarium to Reporters	420	500	400	500
(c) Conference Abroad	—	—	—	—
(d) Foreign Affiliations	4,331	4,400	7,500	10,000
TOTAL A.4:	4,751	4,900	7,900	19,000

R E C E I P T S

	Actuals 1967-68	Budget 1968-69	Revised Budget 1968-69	Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
Brought Forward :	3,04,762	2,70,700	2,93,600	3,26,600
14. Recurring Grant from the Govt. of India, Ministry of Finance (Deptt. of Economic Affairs)	8,30,000	10,00,000	9,50,000	10,50,000
DEFICIT	—	—	40,000*	—

*This deficit was met out of additional funds made available through supplementary grant by Government.

Total Carried Over:	11,34,762	12,70,700	12,83,600	13,76,600
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P A Y M E N T S

	Actuals 1967-68	Budget Estimates 1968-69	Revised Estimates 1968-69	Budget Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
A.5 PUBLICATIONS :				
(a) Periodicals	50,074	35,000	56,400	41,400
(b) Others	26,857	15,000	30,000	24,600
(c) Honorarium to Correspondents	7,282	9,000	9,000	9,000
(d) Pay & Allowances	41,709	40,200	44,700	47,200
TOTAL A.5 :	1,25,922	99,200	1,40,100	1,22,200
A.6 LIBRARY :				
(a) Books	34,340	22,000	30,000	25,000
(b) Periodicals & Binding	32,196	20,000	28,000	25,000
(c) Equipment	840	1,000	1,400	3,000
(d) Pay & Allowances	95,638	96,900	91,500	95,800
TOTAL A.6 :	1,63,014	1,39,900	1,50,900	1,48,800
TOTAL A.1 to A.6 :	5,78,672	7,00,000	6,53,700	7,47,500
B. ADMINISTRATIVE SERVICES INCLUDING SERVICE TO MEMBERS :				
(a) Pay & Allowances—Administration	1,59,104	1,69,600	1,66,700	1,58,800
(b) Pay & Allowances—Accounts	34,917	37,900	40,600	43,300
(c) Meetings—T.A.	10,116	10,000	15,000	15,000
TOTAL B :	2,04,137	2,17,500	2,22,300	2,17,100

R E C E I P T S

	Actuals 1967-68	Budget 1968-69	Revised Budget 1968-69	Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
Brought Forward :	11,34,762	12,70,700	12,83,600	13,76,600
Grant from the Training Division of the Ministry of Home Affairs	—	—	—	2,16,700
GRAND TOTAL:	11,34,762	12,70,700	12,83,600	15,93,300

P A Y M E N T S

	Actuals 1967-68	Budget Estimates 1968-69	Revised Estimates 1968-69	Budget Estimates 1969-70
	Rs.	Rs.	Rs.	Rs.
C. ITEMS OF EXPENDITURE COMMON TO A & B:				
(a) Contribution to CPF including leave salary pension contributions in respect of deputationists				
(b)	31,333	35,000	40,000	45,600
(c)	15,000	15,000	15,000	15,000
(d)	7,075	8,500	7,000	13,000
(e)	10,204	12,500	14,400	14,900
(f)	61,966	56,000	63,000	55,000
(g)	25,259	21,500	20,600	20,500
(h)	1,24,201	1,21,000	1,30,500	1,65,600
(i)	20,265	20,200	19,000	21,400
	26,547	31,000	25,500	15,000
TOTAL C:	3,21,850	3,20,700	3,35,000	3,66,000

D. OTHER ITEMS :

(a) Share of Membership fee to Branches	8,395	7,500	9,000	9,000
(b) Advances Recoverable	6,150	10,000	29,000	7,000
(c) Provision for increase in the rates of D.A.	—	—	4,600	—
TOTAL D:	14,545	17,500	42,600	16,000
TOTAL A to D:	11,19,204	12,55,700	12,53,600	13,46,600

Part II — Regional & Local Branches

Regional & Local Branches	15,558	15,000	30,000	30,000
Total Part I & Part II:	11,34,762	12,70,700	12,83,600	13,76,600
Expenditure met from the grant from the Training Division of Ministry of Home Affairs	—	—	—	2,16,700
GRAND TOTAL:	11,34,762	12,70,700	12,83,600	15,93,300

**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

**ACTIVITY BUDGET 1969-70
UNIT-WISE BREAK DOWN**

A. DEVELOPMENT ADMINISTRATION UNIT:

(1) TRAINING :

- (a) Third Course on Development Administration—two weeks
- (b) Fourth Course on Development Administration—two weeks

(2) SEMINARS/CONFERENCES :

- (a) Centre-States Relations

(3) RESEARCH :

- (a) Up-dating of "Democratic Government in India"
- (b) Finalisation of Election Study
- (c) Finalisation of the Conference Proceedings on Centre-States Relations.

(4) PUBLICATION :

- (a) Election Study

(5) FACULTY :

- (a) One Senior Professor
- (b) Training Associate (to be appointed)
- (c) One Stenographer
- (d) One Messenger

(6) FINANCIAL PROVISION :

- (a) Provided for in the IIPA budget
- (b) Met from the grant from the Training Division of the Ministry of Home Affairs

TOTAL :

	Rs. 38,100
	Rs. 37,000
	<hr/> <u>Rs. 75,100</u>

B. CITIZEN ADMINISTRATION UNIT :

(1) TRAINING :

- (a) First Course on Administrative Behaviour—3 weeks
- (b) Second Course on Administrative Behaviour—3 weeks

(2) SEMINARS AND CONFERENCES :

- (a) Three Group discussions

(3) RESEARCH :

- (a) Bureaucratic Resistance to Implementation of Administrative Reforms—2-year project
- (b) Revision of the First Draft on Research on Social Policy and Administration
- (c) Completion of the Project on the Assessment Department (Delhi Municipal Corporation)

(4) PUBLICATIONS :

- (a) Citizen, Administration and Lok Pal
- (b) Citizen and Municipal Bureaucracy
- (c) Assessment Department of Delhi Municipal Corporation
- (d) Pamphlets in Social Policy and Administration :
 - (i) Social Policy Since Independence
 - (ii) Social Development Since Independence

(5) FACULTY :

- (a) One Professor
- (b) One Lecturer
- (c) One Training Associate
- (d) One typist
- (e) Half Messenger

(6) FINANCIAL PROVISION :

- (a) Provided for in the IIPA Budget
- (b) Met from the grant from the Training Division of the Ministry of Home Affairs

TOTAL :

Rs.	42,550
Rs.	39,250
<hr/>	<hr/>
Rs.	81,800

C. BUDGETING AND FINANCIAL CONTROL UNIT :

(1) TRAINING :

- (a) Third Course on Budgeting & Financial Control—3 weeks
- (b) Fourth Course on Performance Budgeting—10 days
- (c) Fifth Course on Performance Budgeting—10 days
- (d) 4th Course on Budgeting & Financial Control—3 weeks
- (e) 6th Course on Performance Budgeting—10 days

(2) SEMINARS AND CONFERENCES :

- (a) Conference on Resource Mobilisation in the States
- (b) Seminars on Budgeting Reforms

(3) RESEARCH :

- (a) Completion of Readings in Budgeting and Financial Control
- (b) Completion of Readings in Performance Budgeting
- (c) Delegation of Financial Powers in the Government of India : A Comprehensive Study (Historical Survey and an Assessment of the Present Position)
- (d) Completion of two Case-Studies
- (e) An Assessment of the Implementation of the ARC's Report on Finance, Accounts and Audit.
- (f) System of Payments and Receipts at the Treasuries (to be revised and expanded)

(4) PUBLICATIONS :

- (a) Proceedings of the Conference on Resource Mobilisation in the States
- (b) Proceedings of the Seminar on Budgetary Reforms
- (c) Readings in Budgeting and Financial Control
- (d) Readings in Performance Budgeting
- (e) Delegation of Financial Powers
- (f) Publication of three Case-Studies

(5) FACULTY :

- (a) One Professor/Reader
- (b) One Lecturer
- (c) One Training Associate (to be appointed)
- (d) One Training Associate (to be appointed)
- (e) One Statistical Assistant (to be appointed)
- (f) One Steno-typist (to be appointed)
- (g) One Messenger

(6) FINANCIAL PROVISION :

(a) Provided for in the IIPA Budget	Rs. 43,530
(b) Met from the grant from the Training Division of the Ministry of Home Affairs	Rs. 72,370
TOTAL	Rs. 1,15,900

D. PLANNING UNIT :

(1) TRAINING :

- (a) Second Course on Economic Decision-Making—10 days
- (b) Third Course on Economic Decision-Making—10 days
- (c) Second Course on Planning at the State Level—2 weeks
- (d) Third Course on Planning at the State Level—2 weeks

(2) CONFERENCE AND SEMINARS :

Two Conferences

(3) RESEARCH :

- (a) Completion of the volume on "Planning Organisation at the Central and State Level" (Continuing Project)
- (b) An Assessment of the Implementation of the ARC's Recommendations on the Machinery for Planning
- (c) An Assessment for the ARC Report on Public Undertakings and its Implementation
- (d) Industrial Planning and Regulation with reference to the Growth of Concentration (Regional and Corporate)

(4) PUBLICATIONS :

- (a) An Assessment of the Implementation of the ARC's Recommendations on the Machinery for Planning
- (b) Story of the Erstwhile Fourth Plan
- (c) Planning in India

(5) FACULTY :

- (a) One Professor
- (b) One Research Associate/Reader
- (c) One Training Associate
- (d) One Training Associate
- (e) One Stenographer
- (f) One Typist
- (g) One Messenger

(6) FINANCIAL PROVISIONS :

Provided for the IIPA budget	Rs. 64,120
Met from the grants from the Training Division of the Ministry of Home Affairs	Rs. 51,080
TOTAL	Rs. 1,15,200

Note : This activity budget excludes those units which are yet to be organised, after the filling of created or vacant posts. But their structure is provided for in Appendix II-B.

E. ORGANISATION AND MANAGEMENT UNIT:

(1) TRAINING :

- (a) Appreciation Course on Techniques of Administrative Improvement—9 weeks
- (b) Specialist Course on Administrative Improvements—4 weeks
- (c) Modern Aids to Management—3 weeks

(2) SEMINARS AND CONFERENCES : (NIL)

(3) RESEARCH :

- (a) Preparation of Teaching Material
- (b) Administration of the Union Territories in India
- (c) The Home Ministry (Revised Edition of an earlier work)

(4) PUBLICATIONS :

- (a) Advisory Committee in the Central Government
- (b) Organisation of the Government of India (Revised Edition)

(5) FACULTY :

- (a) One Reader
- (b) One Lecturer (To be appointed)
- (c) One Steno-typist
- (d) One Training Associate
- (e) One Training Associate (To be appointed)
- (f) Half Messenger

(6) FINANCIAL PROVISION :

Provided for the IIPA budget	Rs. 59,050
Met from the grant from the Training Division of the Ministry of Home Affairs	Rs. 17,000
TOTAL	Rs. 76,050

F. SCIENCE AND GOVERNMENT :

(1) TRAINING : (NIL)

(2) SEMINARS AND CONFERENCES : (NIL)

(3) RESEARCH :

- (a) Completion of the study on the Relations between Scientists and Administrators in the Scientific Institutions
- (b) Social Background of the Scientists

(4) PUBLICATIONS :

- (a) The Working of the Scientists' Pool
- (b) Administrative Problems in the Working of Public Hospitals

(5) FACULTY :

- (a) One Lecturer
- (b) One Typist
- (c) One Messenger

G. PUBLICATIONS :

I-1. Indian Journal of Public Administration (4 Issues)

2. PERSONNEL (Editing only) :

- (a) Assistant Editor
- (b) One Assistant

- (c) Two Typists
- (d) One Messenger

II-1. (a) REGULAR ANNUAL PUBLICATIONS:

- (i) Indian Journal of Public Administration (4 issues printing only)
- (ii) IIPA Newsletter (12 issues)
- (iii) Public Administration Abstracts (4 issues)
- (iv) Annual Report and Proceedings of the Annual Conference and Annual Meeting

(b) REPORTS & STUDIES:

- (i) Organisation of Government of India (Revised Edition)
- (ii) India's Experience in Development Planning (A Research Study by the Planning Team)
- (iii) Centre-State Relations (Proceedings of the Conference to be held)
- (iv) Public Services—Lectures

(c) SPECIAL STUDIES TAKEN UP FOR THE ADMINISTRATIVE REFORMS COMMISSION:

- (i) Administrative Leadership at the Level of Ministers in the Central Government
- (ii) Re-organisation of the District Collectorate
- (iii) Utilisation by Industries of the Research of National Laboratories
- (iv) Specialists & Generalists

The Total provision made is Rs. 66,000 (including for the Journal) for about 3,300 pages. However, the total number of pages for all publications listed will be much more. Accordingly, only some of the studies, under the categories (b) and (c) will be published, depending upon their importance. In addition, some other studies, amounting to about 2,500 pages, will be brought out through the private publishing houses or with special funds for the purpose. These include certain studies done for the Administrative Reforms Commission, study on voting behaviour (to be funded by the RPC) and about 50 case studies.

2. PERSONNEL (FOR BOTH PUBLICATIONS AND SALES):

- (a) Publication Officer
- (b) 1 Publication Assistant
- (c) 1 Newsletter Assistant
- (d) 2 Proof Readers
- (e) 1 L.G.C.

3. FINANCIAL PROVISION IN THE BUDGET:

Pay & Allowances—Journal & Publications	Rs. 50,000*
Publications	Rs. 66,000
Correspondents	Rs. 9,000
TOTAL	Rs. 1,25,000

* This does not include salaries of Publication Officer and Assistant Editor. Provision for them is made under 'Pay & Allowances—Administration' and 'Support to Director'.

DETAILED BREAKDOWN (UNITWISE)

	Provided for in the Budget	Met from the grant from the Training Division of the Minis- try of Home Affairs	Total
Development Administration Unit :		Rs.	Rs.
1 Professor	25,600	—	25,600
1 Training Associate (to be appointed)	4,000 (4 months)	8,000	12,000
1 Stenographer	6,250	—	6,250
Travel	—	4,000	4,000
Guest Speakers	—	4,000	4,000
Stationery, Contingencies & Misc.	—	5,000	5,000
Boarding and Lodging	—	16,000	16,000
1 Messenger	2,250	—	2,250
	<u>38,100</u>	<u>37,000</u>	<u>75,100</u>
Citizen Administration Unit :		Rs.	Rs.
1 Professor	23,000	—	23,000
1 Lecturer	11,100	—	11,100
1 Training Associate	3,750 (3 months)	11,250	15,000
1 Typist	3,300	—	3,300
1 Messenger	1,400	—	1,400
Travel	—	4,000	4,000
Guest Speakers	—	4,000	4,000
Printing, Stationery & Misc.	—	5,000	5,000
Boarding & Lodging	—	15,000	15,000
	<u>42,550</u>	<u>39,250</u>	<u>81,800</u>
Planning Unit :		Rs.	Rs.
1 Professor	28,900	—	28,900
1 Research Associate (Against a Reader's Post)	15,200	—	15,200
Training Associate	(5 months)	6,250	6,250
Training Associate	(4 months)	1,670	1,670
1 Stenographer	6,200	3,330	5,000
1 Typist	3,550	—	6,200
1 Messenger	2,350	—	3,550
Travel	—	8,000	2,350
Printing, Stationery & Misc.	—	8,000	8,000
Guest Speakers	—	6,000	8,000
Boarding & Lodging	—	17,000	6,000
	<u>64,120</u>	<u>51,080</u>	<u>115,200</u>

	Provided for in the Budget	Met from the grant from the Training Division of the Minis- try of Home Affairs	Total
	Rs.	Rs.	Rs.
Financial Administration Unit :			
1 Reader	17,200	—	17,200
1 Lecturer	10,900	—	10,900
1 Training Associate	—	5,700	5,700
1 Training Associate (to be appointed)	3,330	6,670	10,000
	(4 months)		
1 Statistical Assistant (to be appointed)*	6,000	—	6,000
1 Steno-Typist (to be appointed)†	3,600	—	3,600
1 Messenger	2,500	—	2,500
Travel	—	10,000	10,000
Printing, Stationery & Misc.	—	12,000	12,000
Guest Speakers	—	8,000	8,000
Boarding & Lodging	—	30,000	30,000
	43,530	72,370	1,15,900
O & M Unit :			
1 Reader	15,900	—	15,900
1 Lecturer(to be appointed)	11,100	—	11,100
1 Steno-Typist	4,150	—	4,150
1 Training Associate	6,000	—	6,000
1 Training Associate (to be appointed)	—	2,500	2,500
1 Messenger	1,400	—	1,400
Travel	2,000	2,000	4,000
Guest Speakers	8,000	2,000	10,000
Stationery, Printing & Misc.	6,500	3,500	10,000
Boarding & Lodging	—	7,000	7,000
Administrative Support	4,000	—	4,000
	59,050	17,000	76,050
Science & Government Unit :			
1 Lecturer	11,400	—	11,400
1 Typist	3,400	—	3,400
1 Messenger	2,500	—	2,500
	17,300	—	17,300

* This is against the vacant post of Statistician.

† In lieu of the present Typist.

	Provided for in the Budget	Met from the grant from the Training Division of the Minis- try of Home Affairs	Total
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Units to be filled :	Rs.	Rs.	Rs.
I. 1 Professor of Public Administration	19,200	—	19,200
1 Lecturer	11,100	—	11,100
$\frac{1}{2}$ Steno-typist (to be appointed)	1,500	—	1,500
$\frac{1}{2}$ Messenger (to be shared with Science & Government Unit)	—	—	—
	<u>31,800</u>	<u>—</u>	<u>31,800</u>
II. 1 Professor/Reader (to be appointed)	19,200	—	19,200
1 Lecturer (to be appointed)	11,100	—	11,100
$\frac{1}{2}$ Steno-typist (to be appointed)	1,500	—	1,500
$\frac{1}{2}$ Messenger (to be appointed)	1,000	—	1,000
	<u>32,800</u>	<u>—</u>	<u>32,800</u>
III. 1 Reader (to be appointed)	16,000	—	16,000
$\frac{1}{2}$ Typist (to be shared with Science & Government Unit)	—	—	—
$\frac{1}{2}$ Messenger (to be appointed)	1,000	—	1,000
	<u>17,000</u>	<u>—</u>	<u>17,000</u>
Support to Visiting Professor :			
1 Stenographer	5,900	—	5,900
1 Messenger	1,400	—	1,400
	<u>7,300</u>	<u>—</u>	<u>7,300</u>
Support to the Director :			
1 Secretary to the Director (half time)	21,300	—	21,300
1 Steno-typist*	3,400	—	3,400
	<u>24,700</u>	<u>—</u>	<u>24,700</u>

*In lieu of the present typist.

	Provided for in the Budget	Met from the grant from the Training Division of the Minis- try of Home Affairs	Total
	Rs.	Rs.	Rs.
Training Office :			
1 Superintendent	9,000	—	9,000
1 Junior Assistant	5,150	—	5,150
1 Technical Assistant	8,000	—	8,000
3 Typists	9,250	—	9,250
1 Daftary	2,500	—	2,500
3 Messengers	6,250	—	6,250
TOTAL	40,150	—	40,150
Travelling Allowances	10,000	—	10,000
Fellowships :			
(a) Senior (3)	33,600	—	33,600
(b) Junior (5)	30,600	—	30,600
(c) Essay Prize	2,000	—	2,000
	76,200	—	76,200
Seminars, Conferences and Group discussions (including Honorarium to Reporters)	9,000	—	9,000
Foreign Affiliations	10,000	—	10,000
TOTAL	5,13,600	2,16,700	7,30,300
Library :			
(a) Pay & Allowances			
(i) Library Staff	94,200	—	94,200
(ii) Medical Charges	2,000	—	2,000
(iii) Employer's Contribution to C.P.F.	4,100	—	4,100
(iv) Amount required for increased D.A. rates	1,600	—	1,600
	1,01,900	—	1,01,900
(b) Books etc.			
(i) Library Books	25,000	—	25,000
(ii) Periodicals	25,000	—	25,000
(iii) Equipment	3,000	—	3,000
	53,000	—	53,000
TOTAL (Library)			1,54,900

	Provided for in the Budget	Met from the grant from the Training Division of the Minis- try of Home Affairs	Total
Publications :	Rs.	Rs.	Rs.
(a) Pay & Allowances			
(i) Journal & Publications Staff	46,400	—	46,400
(ii) Medical Charges	1,000	—	1,000
(iii) Employer's Contribution to C.P.F.	1,800	—	1,800
(iv) Amount required for increased D.A. rates	800	—	800
	<u>50,000</u>	<u>—</u>	<u>50,000</u>
(b) Publications			
(i) Periodicals	50,000	—	50,000
(ii) Other Publications	16,000	—	16,000
(iii) Honorarium to Reporters	9,000	—	9,000
	<u>75,000</u>	<u>—</u>	<u>75,000</u>
TOTAL (Publications)			<u>1,25,000</u>
Promotion of Branches' Activities :			
(a) Share of Membership Fees to Branches	9,000	—	9,000
(b) Regional Seminars and Conferences	12,000	—	12,000
(c) Research Subventions for Branches	18,000	—	18,000
TOTAL (Branches)	<u>39,000</u>	<u>—</u>	<u>39,000</u>
Maintenance of Buildings, Hostel & Garden including Installations :			
(a) Pay & Allowances:			
(i) Maintenance Staff	44,400	—	44,400
(ii) Medical Charges	1,300	—	1,300
(iii) L/S & Pension Contribution	800	—	800
(iv) Employer's Contribution to C.P.F.	1,400	—	1,400
(v) Amount required for increased rates of D.A.	1,200	—	1,200
TOTAL	<u>49,100</u>	<u>—</u>	<u>49,100</u>

	Provided for in the Budget	Met from the grant from the Training Division of the Ministry of Home Affairs	Total
	Rs.	Rs.	Rs.
(b) Hostel			
(i) Pay & Allowances to Hostel Staff	20,800	—	20,800
(ii) Medical Charges	600	—	600
(iii) Employer's Contribution to C.P.F.	600	—	600
(iv) Amount required for increased D.A. rates	600	—	600
	<u>22,600</u>	<u>—</u>	<u>22,600</u>
(c) Repairs & Maintenance	50,000	—	50,000
(d) Rent, Rates & Taxes	30,000	—	30,000
(e) Water & Electricity Charges	40,000	—	40,000
	<u>—</u>	<u>—</u>	<u>—</u>
TOTAL (Maintenance)			1,91,700

**Administrative Services including Services
to Members and such items as are
common:**

(a) Administration

(i) Pay & Allowances	1,56,400	—	1,56,400
(ii) Medical Charges	2,500	—	2,500
(iii) Employer's Contribution to C.P.F.	7,700	—	7,700
(iv) Travelling Allowance	3,000	—	3,000
(v) Leave Salary & Pension Contri- bution	5,000	—	5,000
(vi) Amount required for the increased rates of D.A.	2,400	—	2,400
TOTAL	<u>1,77,000</u>	<u>—</u>	<u>1,77,000</u>

(b) Accounts

(i) Pay & Allowances	42,800	—	42,800
(ii) Medical Charges	700	—	700
(iii) Employer's Contribution to C.P.F.	700	—	700
(iv) Leave Salary & Pension Contribution	3,200	—	3,200
(v) Amount required for the grant of increase in the rates of D.A.	500	—	500
	<u>47,900</u>	<u>—</u>	<u>47,900</u>

	Provided for in the Budget	Met from the grant from the Training Division of the Ministry of Home Affairs	Total
	Rs.	Rs.	Rs.
(c) Gratuity	15,000	—	15,000
(d)			
(i) Office Expenses	55,000	—	55,000
(ii) Services & Supplies	20,500	—	20,500
(iii) Miscellaneous	15,000	—	15,000
	90,500	—	90,500
(e) Meeting T.A.	15,000	—	15,000
(f) Advance recoverable—Conveyance Advance	7,000	—	7,000
TOTAL (Administrative Services)			3,52,400
GRAND TOTAL	13,76,600	2,16,700	15,93,300